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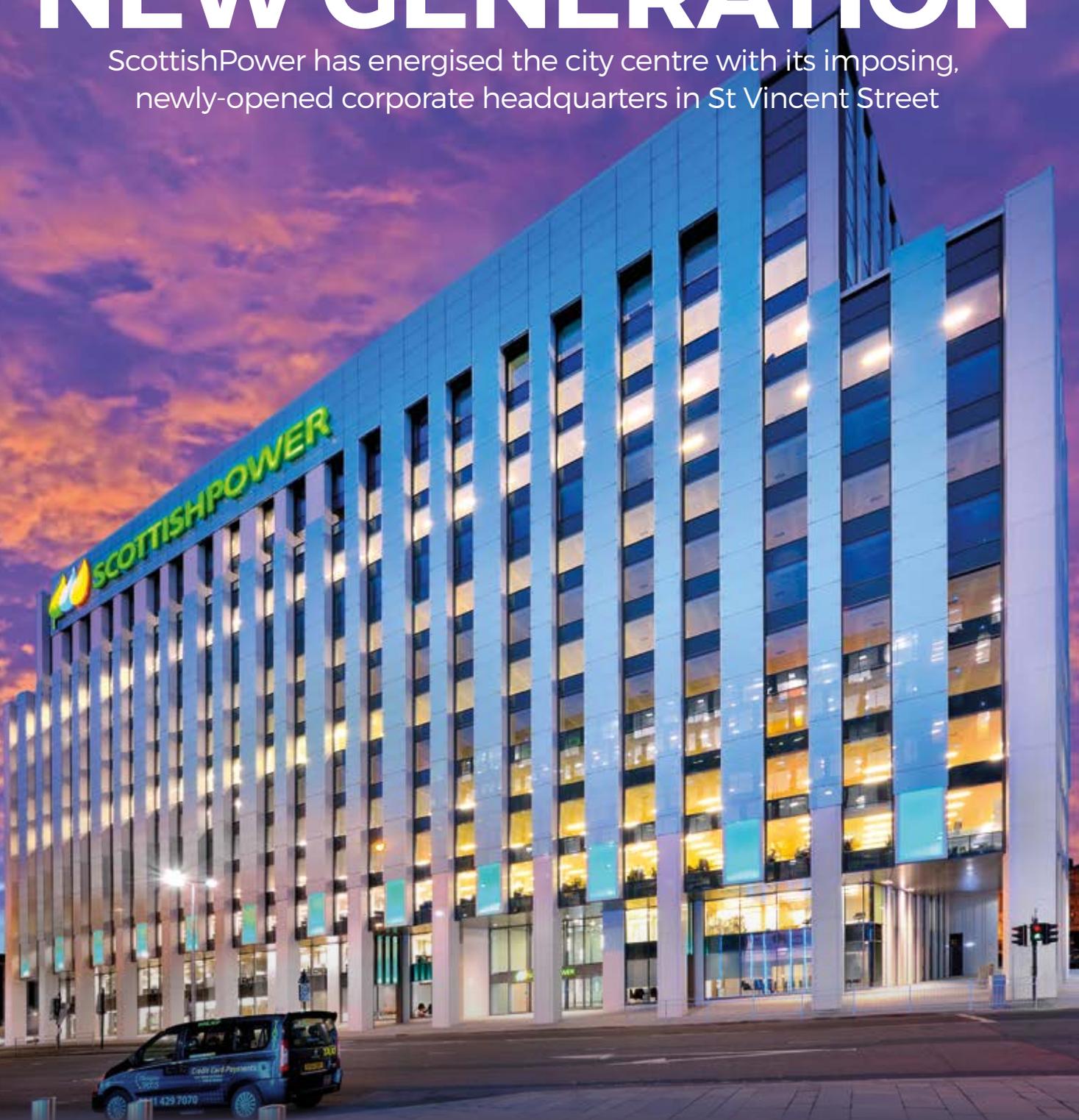
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Looking at flexible ways of working

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Inspiring talks articulate our Chamber's worth

Neil Amner, President
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The Chamber's mission is to support our members and champion Glasgow. As you will see in this issue, the Chamber team has been particularly active in doing just that in recent weeks. In my own case, that has included attending the launch of the new Scottish Maritime Cluster, speaking at the Inspiring City Awards, The Glasgow Business Awards and attending member influencer dinners with the First Minister and the Leader of Glasgow City Council and separately with the Leader of the Opposition.

Our focus at the Chamber is naturally on the economy. We want Glasgow to grow, to be the obvious place for profitable businesses to develop and to trade all around the world and to generate wealth for all of our citizens. A successful economy, however, is an organic thing. It needs the right conditions to flourish. That is why we focus so much on Glasgow as a place that is attractive as a destination for leisure and tourism, for education and as somewhere to invest personal capital – to put down roots.

One of the great pleasures of being the Chamber's President therefore is to meet international business people who have a place in their hearts for Glasgow and give of their time to support us.

In August, I had one such meeting. It was a gathering in the Chamber's Boardroom when Ken Donnelly, the Director of Global Risk for the Bank of America, and Gordon Boyle, the former head of the massive BMMI group in the Middle East, spoke to the Chamber's Glasgow Flourish Senior Development Programme. This was put together and organised by Connie Young, who is the co-ordinator of the Chamber's President Club and the Managing Director of Inspiring ChangeMakers. The President's Club is an important means of engaging senior and influential leaders throughout Glasgow, the city region and beyond.

Hearing first-hand from both Ken and Gordon was a privilege for all of us. It's a wonderful example of the kind of networking and introductions that the Chamber undertakes, often without much fanfare. Both guests, who were returning to the west of Scotland to

see family, were taking time off from their vacations to speak to the senior development programme.

And a fascinating insight it was too. I intended to only make a welcome introduction and then disappear back to my office client work, but both talks were so powerful that I stayed the whole two and a half hours. We were all rapt.

Gordon Boyle, who describes himself as an east end boy, started out in the city's Sunblest bakery and has risen, excuse the pun, to the height of the immediate past president and CEO of the massive BMMI food and beverage group, based in Bahrain. He has lived in the Middle East for 22 years and has immense regional knowledge, some of it, which he shared with the group.

Ken Donnelly, originally from Bellshill and who studied maths and computing at Glasgow University, comes from a technology background rather than a pure banking one. He talked about how we need to think more seriously about how we engage in the financial world. His insight was electric.

As a Chamber of Commerce, we often struggle to articulate the benefits of joining the Chamber and playing an active role. I think this session alone, with these two great people who were raised in the west of Scotland and therefore understand our city and culture, was worth its weight in gold.

It was one of these special occasions where both speakers were open and free with their advice and suggestions. Both Ken and Gordon genuinely want to help Scotland and Glasgow. They didn't come to Glasgow for the weather but they were warmly received by every one of the Glasgow Flourish programme members. I'd like to publicly thank them both and look forward to welcoming them again in the future.

What is perhaps most instructive is that Ken and Gordon are just two of the many international Scots and locally based senior figures who give of their time to support our members and our city region. It is that sort of generosity of spirit and the sparks it creates that keeps the Chamber alive, relevant and useful. I would encourage you to take an active role in the Chamber, and wish to thank those of you who already do so.



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Stick to what you know

Watson gives an elementary lesson on the how to exit business successfully

Words by: *Kenny Kemp*

How to be dominant in a specialist market and remain fastidious in delivering first-rate quality to customers is at the heart of John Watson's business success story. But the award-winning Glasgow entrepreneur will also reveal how the magic numbers of EBITDA helped to maximise a multi-million pound exit in 2013.

Mr Watson OBE speaking at Glasgow Academy in a lecture at the invitation of Glasgow Chamber of Commerce, will be talking passionately about the family business, John Watson & Co, started in 1824, which he took over as Managing Director aged 28. He will reveal how he steered its path to become the leading glue-applied spirit label producer in the UK at a time when generalist Scottish print houses went to the wall.

"I loved every minute. It's the old story, if you love the job you're in, you never work a day in your life," he explains.

Mr Watson OBE will describe how he began at the family's Townhead business by "over-printing" Black & White whisky labels, and prospered as he super-served his clients, creating a "commando unit" with a computer graphics firm, JW Graphics, to stay ahead of the competition,

becoming one of the best spirit label producers in the world.

He will reveal his initial dismay at his business being put under the financial microscope by a global drink customer, but also his delight when it was revealed his print business came out on top.

"We were judged one of the top 10 label printers in Europe, out of more than 20,000. That attracted a great deal of attention," he says.

He will speak about why high-quality spirit labels for the likes of Chivas Regal (with up to 10 colours and gold foil embossing), Balvenie and Glenfiddich are in the premier league of printing and why he resisted the option of mass-market volume. He will also reveal his battle to secure bank funding in Scotland to buy a £2.2 million state-of-the-art Gallus printing press from Switzerland with the facility to print PSL (pressure sensitive labels) which allowed faster spirit bottling plants to apply labels more rapidly.

When Mr Watson was first approached to sell his business to a leading international Canadian company, he knew little about how multiples of EBITDA valued his business. When he and his co-directors took cold feet and rejected a lucrative offer, he thought his exit opportunity

was over, particularly as other UK printing businesses were under the cosh. Over the following 18 months, the firm battered down the hatches to improve its financial position. Then, a chance meeting with Nigel Vincombe, President and CEO of Multi-Color Corporation (MCC), based in Cincinnati, at a print industry dinner in Glasgow rekindled a new bid. The deal, concluded on 1 October 2013, was done in two weeks, mainly in the office of Chamber members Wylie & Bisset, and was disclosed in MCC's annual report as a \$21.6 million consideration.

The company has now moved to new premises at Clydebank and a condition of sale was that there would be no compulsory redundancies, with most of the 100 staff agreeing to continue working with MCC.

The lecture, supported by Glasgow Chamber of Commerce, entitled 'Fifty Years at the Coalface ... and Exit' is on Thursday 26 October at the Watson Auditorium, The Glasgow Academy, Kelvinbridge, at 5.30pm.

For further details, please contact our Events Department on 0141 204 8319, email marketing@glasgowchamberofcommerce.com or visit the website www.glasgowchamberofcommerce.com



Mark Bowen
UK Marketing Director, ScottishPower

The essential things that keep daily life on track

Mobile phone, travel app, communications technology, business websites – and mum’s sage advice



Mark Bowen
UK Marketing Director,
ScottishPower

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

Like most people, my phone is never too far from my side, and I’m very much an iPhone advocate. My Trainline app is also really useful and keeps me up to date for my daily commute to the office. Finally, I can’t live without simple things like the Snipping Tool on my PC, which has come to my aid for many a presentation.

You’ve moved into fantastic new offices – is there any new technology that you are using to help productivity/communication?

Our meeting rooms are much better equipped than in our old offices, with Clickshare and video-conferencing facilities, which help meetings flow much better. With staff based across multiple geographies, this technology is increasingly important, and, while there’s no substitute for face to face, I always find it much better to see the person and their body language rather than just chatting on the phone. It also helps to reduce our carbon footprint, and considering the environment was at the heart of the design of our new offices.

We’re also leveraging our ever-growing digital capabilities within the business to provide a much enhanced and personalised customer experience.

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

GreenTech Media, Utility Week and similar websites allow me to keep up with industry trends and developments – it’s important for me to always stay one step ahead.

LinkedIn can sometimes provide a few useful nuggets of information and helps me to keep track of my business network.

Harvard Business Review is also a great site for evolving trends and insights on topics such as leadership techniques.

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

I’m increasingly interested in learning more about persuasion techniques in marketing and found *Thinking, Fast and Slow* by Daniel Kahneman a good read. On a similar theme, I’m about to start reading *Webs of Influence* by Nathalie Nahai, which is more specific to online persuasion techniques, and came highly recommended by a colleague.

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

It’s actually from my mum, who always tells me “what’s for you, won’t go by you”.

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Fresh hope in rates struggle

Words by: *Kenny Kemp*

Glasgow businesses are still digesting the full implications of the Barclay Review on Non Domestic Rates, published in August. The review contained 30 individual recommendations on how the rates system could be reformed in Scotland, and it was generally welcomed by the Glasgow business community. There is some concern about how valuations might impact sports clubs, gyms, self-catering properties and second homes.

Stuart Patrick, Chief Executive of Glasgow Chamber of Commerce, said: "This is certainly a serious, thoughtful piece of work which merits time to consider the recommendations. We've said business rates were increasingly viewed as a broken tax and while this review makes progress in addressing some issues, it was constrained by the requirement to be revenue neutral."

In general, Glasgow businesses have welcome many of the recommendations, including:

- The introduction of a Business Growth Accelerator to boost business growth with a 12-month delay before rates increased when a property is expanded
- The expansion of the Fresh Start scheme to town centres
- The effort to reduce unfair rates competition with hospitality businesses from universities and other public sector services
- The reduction in valuation intervals to three years based on a 'tone date', which is one-year prior
- The reduction in the Large Business Supplement and a review of the Small Business Bonus Scheme
- Scottish Assessors should improve the information available on rateable value calculations and provide greater transparency and consistency
- The reform of the appeals system and quicker refunds for overpayment
- The current criminal penalty for non-provision of information should become a civil penalty for failure, with Assessors able to collect information from a wider range of bodies.

A joint response from the Scottish Licensed Trade Association, British



Hospitality Association (BHA) and Scottish Tourism Alliance, said: "While the review group acknowledges the case made by BHA that the system of valuing hospitality and licensed businesses is flawed and unfair, it also acknowledges that there is no system of valuation that is likely to meet with the universal approval of all businesses in such a diverse sector."

In its submission, the hospitality industry suggested that Scottish Assessors engage with the industry to discuss and agree a future valuation framework, which is acceptable to and understood by the industry.

"BHA and the other trade organisations will continue to make this case to the Scottish Government as it considers how it will respond to the recommendations published. Importantly, the hospitality industry will want to know what proposals Scottish Government has for extending the relief currently available on extortionate rateable values beyond 31 March next year."

Glasgow Chamber's Chief Executive

welcomed the recommendations to increase incentives to invest by providing 12 months' relief on rates and revaluations every three years to reduce the shock of significant changes. Mr Patrick said the review was limited by its remit to remain revenue neutral and so many Glasgow businesses will still feel that the relationship between profitability and the rates it has to pay will not always reflect economic conditions.

Louise Daly, Associate Director at Colliers International, said: "The recommendations are clearly an attempt to spread the rates burden more evenly, which would be very welcome to thousands of businesses currently struggling to pay high rates when, at times, their competitors are paying none. We hope the recommendations of the report will be implemented without delay."

Ms Daly said positive aspects include the introduction of a three-year revaluation cycle, with a 'tone date' a year prior to be used as a reference for values.



A TOWERING ACHIEVEMENT

Chamber team completes London to Paris Bike Ride for PPWH

Chamber Deputy Chief Executive Richard Muir and Ross Flockhart, the Chamber's social media wizard, have raised more than £3400 for The Prince and Princess of Wales Hospice (PPWH) in Bellahouston Park after their epic cycling challenge. The intrepid pair set out from London on 13 September alongside Heather Manson, Director of Fundraising at PPWH, and they all arrived safe but weary in Paris on 17 September.

"Thanks so much to everyone who supported myself, Ross and Heather on the London to Paris cycle ride. 300 miles on two wheels. For us, it has been the challenge of a lifetime, with new friends and fab scenery in aid of an amazing cause," said Richard.

The Prince and Princess of Wales Hospice cares for more than 1200 new patients every year and every penny raised will help the hospice. Well done to all three super-cyclists.

Pictured: Richard Muir, Deputy Chief Executive, Glasgow Chamber of Commerce; Ross Flockhart, Digital Content & Events Executive, Glasgow Chamber of Commerce and Heather Manson, Director of Fundraising, The Prince and Princess of Wales Hospice

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GLASGOW
CHAMBER OF COMMERCE

Welcome harmony with a council that is listening

Stuart Patrick, Chief Executive
chiefexecutive@glasgowchamberofcommerce.com

Our Chamber offices look out onto George Square towards that great civic citadel of Glasgow City Council. When I walk across the square to our regular meetings, I often reflect on the thousands of decisions, both big and small, that are made in this Victorian edifice every day and how they impact on our lives and our businesses. It does require fairness in deliberation, and courage and conviction in execution.

Collaboration is already one of the hallmarks of the new Council administration, which has now had the first 100 days of summer to settle in. In these opening months, Glasgow Chamber of Commerce has been impressed with the level of engagement with the Council and its officials. There appears to be a positive can-do attitude that is refreshing and will help in the longer terms to deal with the deeper complexity of the issues facing the city. This sense of harmony was also evident at our recent President's Club session with the First Minister Nicola Sturgeon, which was also attended by Susan Aitken, the new Glasgow City Council Leader. Both spoke with one accord, agreeing on a common course for our city. For me, representing the Chamber, this was very encouraging.

While the Chamber is involved in the bigger picture through the £1.1 billion City Deal and how this once-in-a-generation funding can be used most effectively, it is in the devilish detail that you see a willingness to engage. Our members can only welcome this.

For example,

the traffic flow at the Squinty Bridge, officially the Clyde Arc at Finnieston, might not seem like a significant issue for a new Council with a massive to-do list. Yet our Chamber members, such as Glasgow Taxis, have consistently described the traffic system as "nonsensical" while a no-right-turn instruction only creates more congestion, illegal U-turning and exhaust fumes. For many more Chamber members, the traffic flow system has been a bone of contention that created a sense of exasperation about whether the Council and its officials were really interested in listening.

In one of our early meetings with Ms Aitken, this was aired as a secondary issue raised by the Chamber members present. The fact that the Council Leader and her team listened, understood the frustration, and have then taken the issue seriously, raising the matter with relevant officials who are now making a new assessment, shows in a nutshell how a Council that listens to its communities, including the business community, can operate.

Our members also raised the issue of commercial waste and the thorny issue of bin collections, and have all received an acknowledgement that this requires a better approach.

Of course, the Council has many more pressing issues to deal with. At the heart, it is how to achieve sustainable economic growth for Glasgow where many more people can be productive and enjoy the benefits. The aim is to create 100,000 new homes and help in the establishment of 6,500 new businesses to create thousands of new jobs. That's where our members will play their part.

But appreciating that the Council is already listening and prepared to change is a welcome starting point.



INSPIRING CITY AWARDS 2017

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**Councillor Susan Aitken, Leader,
 Glasgow City Council**

"There's never been a more exciting time to be in Glasgow. Bursting with life, energy, passion and personality, we're undoubtedly Scotland's creative, cultural and economic capital. Our city brand is PEOPLE MAKE GLASGOW and it's the truth.

"Glasgow is ambitious, inventive, entrepreneurial and welcoming because our people and businesses are, which is why the city is delighted to be continuing its support of Glasgow Chamber of Commerce and *The Herald's* Inspiring City Awards for the fifth consecutive year. These awards provide the perfect platform to recognise those outstanding individuals and organisations that are working to make a difference at every level - from inspiring action geared at improving their local communities to enhancing the city's reputation on the global stage across sport, education, industry, culture, the arts and the environment."

Glasgow Life

Glasgow Life is a charity which delivers services to both citizens and visitors to the city, providing opportunities through culture, sport and learning. Last year, more than 18 million attendances were recorded at venues, events and festivals - up more than one third since 2007. Some 2600 staff and 2200 volunteers deliver services across 160 Glasgow Life venues.

Glasgow Life has responsibility for:

- Managing nine award-winning civic museums, including Kelvingrove Art Gallery and Museum, the Riverside Museum and the Burrell Collection as well as the Kelvin Hall
- The Glasgow Club - Scotland's largest health and fitness network - including landmarks such as the Emirates Arena and Tollcross International Swimming Centre
- The Mitchell Library and 32 Community Libraries, as well as community

INSPIRING CITY AWARDS 2017

PEOPLE MAKE GLASGOW

GLASGOW CHAMBER OF COMMERCE **The Herald**

facilities across the city and a significant learning programme

- Programming world-class music in venues such as the Glasgow Royal Concert Hall, incredible art and exhibitions at Tramway and a number of cultural events, such as Celtic Connections, the Mela, the World Pipe Band Championships and the Merchant City Festival, among others
- Leading partners in the delivery of Glasgow's Tourism and Visitor Plan to 2023; positioning the city as a vibrant, first-choice destination for leisure and business tourists
- Managing the city's destination marketing and implementing the award-winning PEOPLE MAKE GLASGOW brand
- Managing Glasgow's Convention Bureau, which attracts more than 500 conferences to the city each year.

Glasgow Life helped to deliver the 2014 Commonwealth Games, the 2015 World Gymnastics Championships, Davis Cup ties, the 2015 IPC Swimming World Championships and the Total BWF World Badminton Championships 2017.

Looking ahead, Glasgow Life is supporting delivery of the inaugural 2018 European Championships - a major multi-sport event in partnership with Berlin - the European Indoor Athletics Championships 2019 and the UEFA Euro 2020 Championship.

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INSPIRING CITY AWARDS 2017

keen to celebrate the contribution that Glasgow's businesses are making to the economic development of the city and its future growth. Glasgow has a multitude of talented and innovative businesses, and these awards will recognise their success as well as the important role that they play in encouraging other organisations to achieve their full potential."

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Alison McRae, Senior Director, Glasgow Chamber of Commerce

"Developing the Young Workforce Glasgow is delighted to be associated with the Inspiring City awards for our third year. These awards are a really special event as they allow us to recognise examples of real innovation around youth employment, where our businesses have been pioneering and gone the extra mile for the young people in our city."



Developing the Young Workforce Glasgow

In 2014, the Glasgow Employer Board was announced as the first regional Developing the Young Workforce group. Developing the Young Workforce Glasgow, proudly supported by Glasgow Chamber of Commerce, is a key component of the Scottish Government's strategy aiming to create stronger links between industry and education and support more young people into work. Our vision is to use employer leadership to create valuable opportunities to encourage and inspire young people to reach their full potential which, in turn, supports industry and local economic development. We do this in a number of ways: by acting as a single point of contact for employers looking to recruit young people in the city; by advising employers on the initiatives best suited to their business and by developing and supporting partnerships between business and education.

For more information, visit: www.dywglasgow.com



GLASGOW 2018 EUROPEAN CHAMPIONSHIPS
SUPPORTER OF THE SPORTS AWARD

Colin Hartley, Director, Glasgow 2018 European Championships

"Every year, the Inspiring City Awards celebrates the fantastic work and achievements of the many people and organisations who go that extra mile to make Glasgow such a unique and special place. And nowhere is that more evident in the world of sport, where we are now recognised as one of the world's top five sporting cities. Glasgow will take the next step in our proud sporting journey

in 2018 when we host the inaugural European Championships, bringing together some of the continent's top sports during 11 days of world-class sporting action. It promises to be a must watch, must-attend event, elevating the status of European Champions and building on our position as a world-leading sporting city."

Glasgow 2018 European Championships

The European Championships will bring together the existing championships of some of Europe's leading sports into one co-ordinated, exciting multi-sport event.

The inaugural event in 2018 is being held in Glasgow and Berlin from 1-12 August 2018. The event, which will be held every four years, will be staged by the European Federations of the participating sports, the Host Cities of Glasgow and Berlin and the European Broadcasting Union (EBU).

Glasgow will host the aquatics, cycling, rowing, triathlon, gymnastics and a new golf team Championships. Berlin will host the European Athletics Championships in the city's Olympic Stadium.

The event will bring around 3500 athletes as part of a total delegation of around 8500 to Glasgow and Scotland to compete in six different sports across 10 venues. A further 1500 athletes will compete in Berlin.

All sports will be branded and broadcast as one integrated multi-sport event and a TV audience of more than one billion has been projected with many more through multiple digital channels.

For more information, visit: www.eurochampionships.com



See the next issue of Glasgow Business for details of the winners



GLASGOW AIRPORT SUPPORTER OF THE LIFETIME ACHIEVEMENT AWARD

Amanda McMillan, Chief Executive, AGS Airports Ltd and Managing Director, Glasgow Airport

"We continue to be very proud of our association with these awards, which have grown in both strength and stature since their inception in 2013. One of the most important considerations for any prospective airline looking to introduce a new route is a destination's story. With the introduction of last year's daily Air France service to Charles de Gaulle and the recent launch of Delta Air Lines' New York-JFK route, it is clear our city certainly has a fantastic tale to tell. Glasgow's reputation in recent years as both a top city destination and gateway to Scotland has been hard earned and we all have a role to play in ensuring our city continues to thrive. The Inspiring City Awards play an important role in celebrating our many achievements and are also a fantastic way to recognise those who have helped further enhance Glasgow's reputation."

Glasgow Airport

With 30 airlines flying to more than 120 destinations including Canada, the US, the Caribbean, Europe and the Gulf, Glasgow Airport serves almost 10 million passengers per year. The airport recorded its busiest year on record in 2016 during which it was also crowned Scottish Airport of the Year, European Airport of the Year and the Airport Operators Association (AOA) Airport of the Year. Since it first opened for business on 2 May 1966, the airport has established itself as a key component of Scotland's transport infrastructure, supporting more than 8000 jobs. It plays a key role in connecting Scotland with the world and the routes it provides help drive tourism, encourage exports and attract inward investment. Since January 2016, it has secured more than 40 new routes and services. In addition to rapidly growing its European route network, it has cemented its position as Scotland's leading long haul airport with the arrival of airlines such as Korean Air and Delta.

For more information, visit:
www.glasgowairport.com



GLASGOW EMPLOYER BOARD SUPPORTER OF THE APPRENTICESHIP CHALLENGE AWARD

Craig Martin, Chair, Glasgow Employer Board

"The Inspiring City Awards recognise the talents of individuals and organisations

which make Glasgow great, so it is the natural place for the Apprenticeship Challenge to be recognised. By showcasing the varied talents of young apprentices and the fantastic projects they have undertaken for the benefit of the community, we are looking at the future generation of inspiring Glaswegians."

Glasgow Employer Board

The Glasgow Employer Board (GEB) is a unique employer-led forum which sits within Glasgow Chamber of Commerce.

The GEB has a membership of more than 40 organisations from Glasgow and is co-chaired by Craig Martin, Head of HR, Glasgow Airport and Stuart Patrick, Chief Executive of Glasgow Chamber of Commerce. Each member is part of the senior management within their organisation and has a responsibility and understanding of employment and skills within their organisation and the wider sector.

The main objectives of the GEB are to:

- Create and develop task forces to consider relevant areas of work relating to employment and skills
- Produce employer-led responses to local and national consultations on employment and skills
- Inspire business and public sector leaders to help actions in and for the benefit of the city.

In the last three years, we have invested significant time and resources into creating and sustaining a group that has a meaningful impact on the employment and skills agenda.

For more information, visit:
www.dywglasgow.com/about-us/glasgow-employer-board



GLASGOW SCHOOL FOR BUSINESS AND SOCIETY, GLASGOW

CALEDONIAN UNIVERSITY SUPPORTER OF THE BEST CORPORATE SOCIAL RESPONSIBILITY AWARD

Professor Toni Hilton, Dean for Glasgow School for Business and Society, Glasgow Caledonian University

"We are delighted to support these awards which showcase the world-class performance of companies and organisations within Glasgow. We are particularly proud to sponsor an award that promotes and recognises the positive social impact of those activities and achievements."

Glasgow School for Business and Society, Glasgow Caledonian University

Glasgow School for Business and Society is proud to support the Inspiring City

Awards for the sixth successive year.

As the University for the Common Good, we encourage students and staff to be responsible global (and local) citizens. This is reflected in our commitment to the United Nations' Principles for Responsible Management Education (PRME) and our work with Business in the Community.

Our distinctive, research-led, contemporary programme portfolio focused on global employability and responsible leadership endorsed by professional and academic accreditations supports over 4500 full-time, part-time and executive students, drawn from about 100 nations.

We provide undergraduate and postgraduate programmes in international business, management, HRM, accountancy, banking, investment, risk, fashion, digital brand marketing, tourism and event management, multi-media journalism, law and social sciences.

We also understand how challenging it is to design and deliver changes that improve business and recognise that an organisation's finest resource is its people. Together we can develop the knowledge, skills and expertise needed to improve business and leadership practice.

For more information, visit:
www.gcu.ac.uk/gsbbs



GLASGOW TAXIS SUPPORTER OF THE EDUCATION AWARD

Stephen Flynn, Chairman, Glasgow Taxis

"The Inspiring City Awards have quickly grown to become established as one of the biggest and best celebrations of Glasgow each year. Glasgow Taxis Ltd is very proud to be associated with these Awards and we're delighted to again confirm our support this year.

"The city of Glasgow is all about its people and Glasgow Taxis Ltd is no different, we depend on the quality and commitment of our drivers and staff and the loyalty and engagement of our customers. So it makes sense to get behind an event which celebrates those special people who make Glasgow tick."

Glasgow Taxis

Glasgow Taxis Ltd proudly serves the city's streets and beyond, 24 hours a day, every day of the year, with a fleet of more than 800 fully licensed and wheelchair-accessible black taxis. With 2000 drivers all expertly trained and certified, Glasgow Taxis Ltd prides itself on customer safety and providing an efficient and reliable service to individuals and businesses alike.

Customers can book by phone, app and web booking and can pay by cash, card

INSPIRING CITY AWARDS 2017

or Apple Pay in all cabs. A recent winner of the *Evening Times* Award for Glasgow's Favourite Business at The Glasgow Business Awards, Glasgow Taxis Ltd is also a proud supporter of many local charities including Prince & Princess of Wales Hospice, CHAS, the Beatson and the Glasgow Taxi Outing Fund (trip to Troon). Nobody knows Glasgow like we do.

For more information, visit: www.glasgowtaxis.co.uk



**GLASGOW WELCOMES
SUPPORTER OF THE
GLASGOW WELCOMES
SERVICE CHAMPION AWARD**

Glasgow Welcomes

"We are proud to sponsor the Service Champion Award. As the city's tourism service initiative, our role is to inspire and develop our people to deliver outstanding levels of customer service to provide a truly memorable visitor experience. We are keen to recognise individuals and businesses who are making a real difference to the city's reputation as a leading destination."

Glasgow Welcomes

Glasgow Welcomes, the city's tourism service initiative, inspires and develops our city's people to deliver outstanding, vibrant and memorable visitor experiences.

This industry-led initiative plays a key role in the city's Tourism & Visitor Plan to 2023, and is supported by the city's public sector partners (Scottish Enterprise, Skills Development Scotland, VisitScotland and Glasgow Life), and representatives from hospitality and tourism-related sectors.

With more than 10,000 participants to date, Glasgow Welcomes supports businesses and individuals by offering a range of events, workshops and activities to help raise standards of leadership, service excellence and professionalism.

Our aim is that, through our people, we foster an inclusive network of businesses to partner and share best practice across Glasgow's visitor economy. By developing our people we deliver real results and return on investment that enhance the Glasgow visitor journey.

Activities include leadership events, with the Champions Network and learning journeys. The GW Service Excellence Programme includes the innovative Glasgow Welcomes-Online module. Our new Recognition Scheme showcases local businesses committed to continuously striving for service excellence.

As a Legacy Project for the Glasgow 2014 Commonwealth Games, Glasgow Welcomes is helping to prepare the city for the arrival of the Glasgow 2018 European Championships and other

major events and conferences.

For more information, visit: www.glasgowcitymarketing.com/support/glasgow-welcomes



**HACKING & PATERSON
SUPPORTER OF THE
LEGACY AWARD**

Hacking & Paterson

"We are proud of our Glasgow heritage and are again delighted at being involved in supporting these great awards for a second year. We continue to invest in the people of Glasgow who, coupled with the growth and prosperity of local businesses, are at the core of what makes Glasgow such a great city. All of last year's nominees showed their dedication to the long term investment and betterment of Glasgow and we are again looking at strong, dedicated and dynamic entrants to the Legacy Award who have, through innovation, created lasting change within their industry for the betterment of Glasgow city and its people."

Hacking & Paterson

We are one of the country's leading independent providers of property factoring services with a long established reputation built upon strong foundations of professionalism and integrity, with a proven ability to meet the ever-changing needs and expectations of home owning clients.

We factor a varied portfolio of properties ranging from the traditional Glasgow tenement to the latest modern developments and it is our strong belief that the many years of experience and expertise we have gained since the company was formed in Glasgow back in 1922 is of great benefit to our home owning clients.

From our offices in Glasgow and Edinburgh, our knowledgeable and professional team of property managers offer excellent administrative service along with advice and guidance in all aspects of residential property factoring designed to ensure we assist homeowners in maintaining and preserving the condition and value of their property.

This level of experience, allied to a culture of continuous improvement and a (hands-on) approach to property factoring means we are ideally placed to meet homeowners' property factoring needs, both now and in the future.

Hacking and Paterson Management Services provide a modern, dynamic, developing and multimedia property factoring service to the home owning Scottish public.

For more information, visit: www.hackingandpaterson.co.uk



**SCOTTISH WATER
SUPPORTER OF THE
ENVIRONMENT AWARD**

Alan Thomson, Head of Corporate Relations, Scottish Water

"A key part of Glasgow's future success will be how people and businesses look after our natural environment. At Scottish Water we depend on natural resources every day and that's why we want to recognise and celebrate businesses that show environmental leadership within their activities."

Scottish Water

Scottish Water provides vital water and waste water services essential to the daily life of our customers across Scotland, and is trusted to care for the water on which Scotland depends.

We are one of the UK's top performing water companies, providing our customers with high levels of service.

We are continuing to build an increasingly sustainable business, while our average household charge remains one of the lowest in Great Britain. The quality of drinking water at customers' taps remains at an all-time high, and our investment is helping to support the economy of Scotland, while protecting and enhancing the environment.

Looking ahead, we are focused on sustaining high performance so that we continue to provide our customers with a consistently high standard of service and great value for money.

For more information, visit: www.scottishwater.co.uk



**SCULLION LAW
SUPPORTER OF THE
CARER AWARD**

Scullion LAW

"Scullion LAW care greatly about the individuals we work with and for. We value our staff and clients in equal measure. Fundamentally we care about people and are here to support them with all their legal needs. We work closely with local schools, community projects and charities such as Marie Curie Care (supporting the terminally ill) and Alzheimer Scotland (supporting families with dementia). We want to support the Carer Award to recognise, reward and support those in the community who also go above and beyond to show people they care."

Scullion LAW

Scullion LAW is a full service law firm, with offices in Glasgow and Hamilton. Founded 1979 by Nicholas James Scullion.

Our award-winning team specialises



See the next issue of Glasgow Business for details of the winners

in road traffic LAW, property LAW, private client, criminal defence and family LAW.

Our 'people' are core to our success. We care greatly about our staff, our clients and the wider communities in which we serve. It is important to us that they all feel valued.

We are sponsoring the Carer Award to recognise, reward and support the inspiring people within our community who go above and beyond to show they care for others.

For more information, visit: www.scullionlaw.com



**SIMON DRISCOLL
CONSULTANCY
SUPPORTER**

OF THE CONTRIBUTION BY A BUSINESS LEADER AWARD

Simon Driscoll, Managing Director, Simon Driscoll Consultancy

"As a local Glasgow business, I am delighted to be part of the Inspiring City Awards 2017, supporting other local companies and individuals. These awards truly show that people do make Glasgow and something I am very proud to be associated with."

Simon Driscoll Consultancy

Simon Driscoll Consultancy is a dedicated Salesforce.com partner assisting Salesforce.com customers with their long-term strategy and CRM growth plans.

As a local business based in Glasgow, but working globally, Simon Driscoll Consultancy has nearly 10-years' experience in the Salesforce.com market helping customers to maximise their return in investment.

For more information, visit: www.simondriscollconsultancy.co.uk



**THE WATSON FOUNDATION
SUPPORTER OF THE
CONTRIBUTION BY A
YOUNG BUSINESS LEADER AWARD**

John M Watson OBE, The Watson Foundation

"The awards represent all that is great about the people and organisations in a world-class city like Glasgow. We are particularly pleased to be working with Glasgow Chamber of Commerce and *The Herald*. It is a great opportunity to celebrate and reward those who love Glasgow and help it to flourish."

The Watson Foundation

The Watson Foundation was set up by one of Scotland's leading business figures - John M Watson OBE on his retirement from the fifth generation, eponymous specialist printing company.

Under his leadership, John Watson and Company carved out a reputation as printers of distinction and it remains a renowned Scottish business.

From humble beginnings in Glasgow with a stationery shop in St Vincent Place and premises in Black Street, Townhead, Watson's grew to be a global player specialising in labels for the drinks industry in general - and the Scotch whisky industry in particular.

John sold the business to a US company - Multi-Color Corporation in Cincinnati, Ohio - in a multi-million pound deal after an incredible 50 years in the printing industry. In 2015, John was named as Scotland's Entrepreneur of the Year. This took place at the Scottish Business Awards held in the Edinburgh International Conference Centre and attended by more than 2000 business people. He has also received another prestigious honour - a Lifetime Achievement Award from Glasgow Chamber of Commerce.

The reason behind the creation of The Watson Foundation was to 'Give Something Back' and reflects the strong sense of social justice which has guided John's impressive and successful business career.

He was awarded an OBE in 2006 for Services to the Scottish Printing Industry and Charitable Purposes in Scotland.

In the last three years The Watson Foundation has done a power of good work, offering a helping hand to individuals and various organisations.

He is now connected to nine charities and has been heavily involved in supporting the Social Bite organisation which helps homeless people via a number of sandwich shops throughout Scotland.

John is also assisting with setting up the new Social Bite Academy offering educational opportunities to the homeless and helped create the HOME Restaurant in Edinburgh which encourages diners to 'Pay Something Forward'. This then

provides funds for homeless people to dine at the establishment free of charge.

For more information, visit: www.johnwatsonobe.com

LAINGS **LAINGS**
SUPPORTER
OF THE DRINKS RECEPTION

Wendy Laing, Marketing and Sales Director, Laings

"The Inspiring City Awards celebrates the latest generation of citizens who help make Glasgow the thriving and friendly city that it is today. For more than 175 years, six generations of the Laing family have witnessed Glasgow develop both culturally and economically. Laings is recognised as an iconic brand at the heart of Glasgow's vibrant retail scene and we are proud to be joining Glasgow Chamber of Commerce and *The Herald*, two of the city's longest-lived institutions, in celebrating the inspiring people of Glasgow."

Laings

Established in 1840, and as Scotland's oldest family jeweller, Laings is a destination for those in search of special treasures to celebrate the landmark moments in life.

Their selection of exquisite engagement rings, fine jewellery and luxury timepieces are hand-picked with a view to becoming that precious item to be cherished throughout the generations. The ethos of the company is simple and in the words of Stuart Laing: "Everything we do is for a memorable occasion".

Laings host an exceptional selection of luxury watch and jewellery brands, many of which are exclusive to Glasgow. Growing from strength to strength in recent years, Laings now has three stores within the Argyll Arcade in Glasgow and a prominent online presence.

For more information, visit: www.laingsuk.com



Cameron House pampering awaits charity walker Debbie after winning survey prize

iMultiply Resourcing Manager can now look forward to Highland trek

The prize-winning Chamber member who took part in our recent members' survey is Debbie Shields, of search firm, iMultiply Resourcing. Debbie was drawn successfully from the hat in Chamber headquarters.

Debbie and her friend Stacey Clark are preparing to walk the West Highland Way in five days in October, starting from Fort William, in aid of St Vincent's Hospice. The walking duo are going to use Debbie's prize of dinner, bed and breakfast at the five-star Cameron House Hotel in Balloch as a way of pampering their tired limbs after their gruelling walk.

"We can really look forward to this at the end of our fundraising trek," said Debbie, who is West of Scotland Manager for the finance and executive search recruitment specialists.



Debbie Shields

"Stacey, who is an Administrator with Red Consulting, and I are undertaking the walk to raise money for St Vincent's Hospice in Howwood, Renfrewshire."

Meanwhile, iMultiply Resourcing is also arranging an event on 30 October at the CCA in Sauchiehall Street entitled: 'The Pros of Pro Bono', which hopes to attract more trustees into taking up positions with charities and not-for-profit organisations.

Chamber Commercial Director Susan McKay said: "We would like to thank everyone who took part in the members' survey.

Its findings and recommendations are still being considered and will be available to members in the near future. Meantime, well done to Debbie Shields and thanks to Cameron House Hotel for their support, I know she and Stacey will enjoy her stay."

Meet the Leader Influencer Dinners

First Minister Nicola Sturgeon was the opening guest speaker at the recent series of Glasgow Chamber of Commerce's Meet the Leader Influencer Dinners. Chamber Chief Executive Stuart Patrick welcomed Scotland's Leader and thanked her for her attendance, given her busy schedule. He also welcomed Susan Aitken, the Leader of City of Glasgow Council, who was also in attendance.

In a session under Chatham House rules, Ms Sturgeon spoke about the new session of the Scottish Parliament and the recent launch of the programme of Government. She spoke of the opportunities for Glasgow and Scotland with Scotland's largest city now more closely aligned with the national government.

Invited Chamber members heard the First Minister talk about focusing on the future and opportunities that need to be grasped due to the pace of technology change. She also spoke

about how Brexit was a source of uncertainty and great risk for Scotland and that the implications were exercising the Scottish Government on a daily basis.

In the second Influencer Dinner, the Scottish Conservative Leader, Ruth Davidson MSP, spoke about how her party viewed the Brexit

negotiations and she also spoke about the importance of maintaining lower levels of taxation so that enterprise can be stimulated in Glasgow.

A further Influencer Dinner for the next Scottish Labour Leader is in the pipeline for later in the year.

The Influencer Dinner series is open to Chamber members who are Partners or Platinum Partners.

Anyone interested in becoming a Chamber Partner should contact Susan McKay, the Chamber's Commercial Director, on 0141 204 8317 or email: susan.mckay@glasgowchamberofcommerce.com



Meet the Leader Influencer Dinner with Nicola Sturgeon



Meet the Leader Influencer Dinner with Ruth Davidson

Queen's Award win



© Kieran Chambers Photography

Lord Lieutenant Eva Bolander presents the crystal Queen's Award for Enterprise to the directors of the City Legacy consortium. From left: Calum Murray, CCG; Ed Monaghan, Mactaggart & Mickel; John Gallacher, Cruden; and Martin Kiely, WH Malcolm

City Legacy Homes, the consortium that built the Athletes' Village for the 2014 Commonwealth Games, has been honoured by the city to celebrate winning the prestigious Queen's Award for Enterprise in Sustainable Development.

Glasgow City Council's Lord Provost, Eva Bolander, in her role

as Lord Lieutenant, hosted the civic reception where she presented the crystal Queen's Award for Enterprise to directors of the City Legacy consortium at the City Chambers.

The Queen's Awards are the highest official UK awards for British businesses. Each year they are presented to companies to recognise outstanding achievements in the categories of innovation,

international trade, sustainable development and promoting opportunity through social mobility.

City Legacy now joins an elite group of organisations which have received, and are permitted to bear the Queen's Award emblem. This also marks the 25th accolade that the Athletes' Village has won for its high quality design, energy efficiency and sustainability.

NEAT Glass selected for official festival tastings

Beaumont PPS's NEAT Glass was selected as the official tasting glass at the inaugural Scottish Drinks Festival, held at the iconic Briggait in Glasgow. The celebration of a diverse range of drinks gave guests a branded NEAT glass on arrival which was used to sample tasters from exhibitors. Hundreds of guests enjoyed live music and street food while learning about their favourite tipples.

The NEAT Glass contributed to the

experience of guests, allowing them to nose and taste the true nature of NEAT spirits, also with enough room to add ice and mixers.

The glasses are designed for maximising the enjoyment of NEAT spirits, but with the increase in interest of all craft spirits, they are often used at tastings which add mixers and this year the company has partnered with tequila, gin, vodka and rum brands.



Beaumont PPS's NEAT Glass

Royal opening for campus



Principal Paul Little and HRH the Countess of Wessex

Her Royal Highness the Countess of Wessex has formally opened City of Glasgow College's award-winning City Campus on Cathedral Street.

The visit to Scotland's Super College saw the Countess, escorted by Principal Paul Little, undertake a tour of the technologically advanced, industry standard facilities meeting students and staff representing the college's six faculties.

Principal Little said: "City of Glasgow College is trailblazing a renaissance in technical and professional education.

We are extremely proud of our multi-award-winning campuses and particularly pleased that Her Royal Highness had the opportunity to see for herself the stunning new facilities, expert teaching staff and talented students who make our Super College so special."

HRH said she was delighted to visit the college and unveil a commemorative plaque, designed and produced by students and staff, using sandstone, granite and oak. It features the college crest and motto: *Let Learning Flourish*.



Sir Tom Hunter addresses the Kiltwalk record-breaking crowds

© Elaine Livingstone

Kiltwalkers raise record £2.3m for charities in 2017

Kind-hearted Kiltwalk heroes are the toast of 780 Scottish charities as they have raised £2.3 million in 2017 – with donations still coming-in.

And 2018 is set to be even bigger with walkers able to add 40 per cent to whatever money they raise for the charity of their choice thanks to support from The Hunter Foundation.

This year some 14,000 fundraisers – an astonishing 87 per cent increase on the 7,500 walkers of 2016 – participated in the four Royal Bank of Scotland Kiltwalks in Glasgow, Aberdeen, Dundee and Edinburgh.

The unstoppable army of Kiltwalkers raised a staggering £1,642,000 before the 40 per cent top up was applied in 2017 for their chosen charities, which

is an 89 per cent increase on last year's fundraising total of £870,000.

Platinum sponsor Arnold Clark joined Sir Tom in repeating a generous fundraising pledge. As was the case in 2017, a lucky Kiltwalker from each event will win a brand new car. Funds raised by those who choose to walk for the Kiltwalk itself are distributed through the STV Children's Appeal.

Splash White Water Rafting expands into Glasgow

Splash White Water Rafting is one of the UK's oldest expert outdoor adventure activity providers. Originally based in the scenic town of Aberfeldy, the company has recently begun a business expansion into the Glasgow Urban Adventure market, testing the waters before committing to further expansion in 2018. To further this commitment, two of the full-time staff are now Glasgow based and the company is currently advertising for another staff member.

In the summer of 2017, it started

operating out of the Pinkston Water Sports Park in Glasgow. Pinkston is Scotland's only artificial white water course. This unique man-made facility is based in the heart of Glasgow and offers the best urban adventure water sports in the country.

Pinkston Watersports is a charity and is an official Glasgow 2014 Legacy project that has seen over £1.5 million invested in its state of the art facility, which includes the white water course, flat water basin, storage, parking, changing rooms, showers, and toilets.



Splash White Water Rafting has begun a business expansion into the Glasgow Urban Adventure market

Powerful alliance at infrastructure summit

Leaders and decision-makers from utility providers and eight local authorities have joined forces to consider how to maximise over £1 billion investment in the Glasgow city region.

The Strategic Infrastructure Summit, held at Glasgow City Chambers in September, was the first of its kind in Scotland and has kick-started a commitment to closer collaboration between all organisations.

The aim is to strategically align projects to deliver benefits to residents across the Glasgow city region as part of the £1.13 billion City Deal investment. The City Deal is an agreement between the UK Government, the Scottish Government and eight local authorities.

Councillor Tony Buchanan, Leader of East Renfrewshire Council and holder of the Infrastructure portfolio for the Glasgow City Region, said: "The City Deal investment has provided a once-in-a-generation opportunity to deliver a step change in the economic potential of the Glasgow city region and drive long-term growth. By holding this summit, we have gained a better understanding of the investment plans and constraints facing our providers

of water, power, gas, transportation and telecommunications. Looking to the future, we are committed to considering how all parties involved can work together to maximise the benefits from their investment plans."

Douglas Millican, Chief Executive of Scottish Water, said: "This summit has provided an opportunity for the different utilities to hear more about the City Deal and input their views on the opportunities and challenges to align investment plans. It's encouraging that all the organisations involved in the summit are committed to playing a positive role moving forward."

In February 2017, the eight councils launched a joint Regional Economic Strategy and Action Plan. Between now and 2035, the goal is to realise a strong, inclusive, outward-looking city region economy, benefiting local people, communities and business. A key focus is a commitment to working more closely with public sector partners, utilities, universities and colleges, the business community and the private sector.

Utility and infrastructure providers represented at the summit were Scottish Water, SP Energy Networks, SCN, SEPA, BT Scotland, Openreach,

Virgin Media, Transport Scotland, ScotRail Alliance and Scottish Futures Trust.

Meanwhile, August marked the first anniversary of companies moving into the Tontine, the first City Deal project to open in Glasgow, which has been a huge success, with office and desk capacity already at 90 per cent.

The Tontine was set the target of supporting and sustaining young companies with five-10 employees in high-tech, high-growth sectors, and creating 536 new jobs through the support of 134 companies by 2021. Some of the companies include Ambiental, City Fibre, Code Clan, DRJN, Incremental Group, GenAnalytics and Kite Power Systems.

Councillor Iain Nicolson, Leader of Renfrewshire Council and holder of the Enterprise portfolio for the Glasgow City Region City Deal, said: "The Tontine is a fantastic facility providing the perfect environment for innovative organisations from across a range of sectors to grow and develop. I am pleased to see how far it has come in such a short space and time and am sure its continued progress will be of benefit to the entire Glasgow City region."





Glasgow Chamber's recent Breakfast Briefing, in conjunction with Family Friendly Working Scotland, looking at flexible innovative ways of working

Flexible for families

Good businesses are flexible ones. And this means companies that are aligned and attuned to the needs of their workforce and their families. This was the strong and positive message that Chamber members took away from a Breakfast Briefing about Flexible Innovative Ways of Working.

Nikki Slowey, Programme Director of Family Friendly Working Scotland, who shares her job, explained how the initiative is being supported by the Scottish Government and that the benefits for business are more loyal, productive and motivated employees who are willing to 'go the extra mile'.

"I think the conversation is moving on – it is not so much work and life anymore but simply life. And work is part of it. A thriving economy and strong business resilience requires people who are adequately skilled, motivated and engaged. This can only be achieved when business embraces the multifaceted and interwoven aspects of people's lives – our families, passions and interests," she said.

"I would like to see a complete shake-up of the old-fashioned 9-5. I am all for innovation in how work is designed," she explained.

However, it is felt that many Glasgow

employers can still do more to support their people to integrate their home and work life.

A lively panel discussion gave Chamber members the opportunity to engage with business leaders that have embedded a family-friendly approach to their business, and are reaping the rewards.

The panel members included Gillian Docherty, Chief Executive Officer of The Data Lab, one of eight innovation centres across Scotland. The Data Lab helps organisations innovate through the use of data science and analytics.

Gillian held a range of senior leadership roles at IBM across the UK. She is on the board of Tech Partnership Scotland and is also a board member

“I would like to see a complete shake-up of the old-fashioned 9-5. I am all for innovation in how work is designed”

of Glasgow Chamber. Data Lab encourages flexible family-friendly working with its teams.

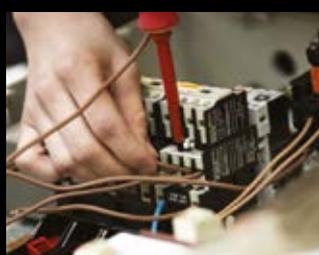
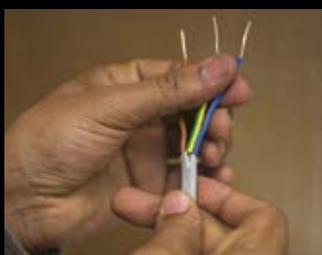
Nick Cohen, the Founder and CEO of bizanywhere, part of pcr, set up his firm from his bedroom in 2004 fixing PCs. Nick is also on the board of YES Works, a subsidiary social enterprise of Young Enterprise Scotland. He spoke about how technology can be used to allow people to work more flexibly and more productively when they are on the move.

Michael McLaughlin, a Partner with DWF, heads up DWF's Scottish employment law teams and has been a specialist employment lawyer for 19 years. He spoke about how the legal profession is coming to terms with how more flexible working operates and the need to advise business on the implications. He also spoke about why flexible working has worked successfully in the legal profession, where many more women are employed in senior positions.

The event was organised in conjunction with Family Friendly Working Scotland, an organisation that works with employers, government, families and others to promote a flexible and family friendly working culture for both men and women.

Flexible Workforce Fund @ GKC

Is your organisation an Apprenticeship Levy payer?
If so, you could benefit from the new Flexible Workforce Fund,
providing you with up to £10,000 worth of free training.



All images created by our 2nd Year HND Photography students

Doesn't matter whether you are in the private, public or third sector, your organisation can apply to the fund to help develop the skills of your workforce. But don't hang about, applications need to be in by 15th December 2017. Just get in touch with our Business Development team here at Glasgow Kelvin College to find out more about the fund and how we can help.



Contact Us

☎ 0141 630 5020

✉ training@glasgowkelvin.ac.uk



THE GLASGOW BUSINESS AWARDS 2017

Organised by
GLASGOW
CHAMBER OF COMMERCE

Main Sponsor
Royal Bank of Scotland



20TH ANNIVERSARY



The 2017 winners

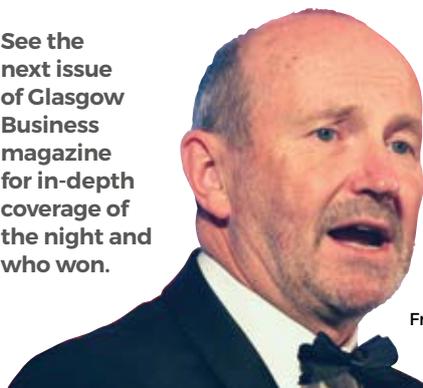
A night to remember

The glittering Awards Ceremony and Dinner took place at the Hilton Glasgow on Thursday 5 October 2017. Hosted by Fred MacAulay, with a champagne reception, three course dinner with wine, plus the Awards themselves, this event was the biggest and best yet!

Attracting high-profile industry support and involvement, our glittering awards gala, sponsored by Royal Bank of Scotland, is the highlight of Glasgow's social calendar each year. Celebrating achievements and

saluting the success of our members, this event wasn't just an evening to remember; it was an opportunity to be remembered.

See the next issue of Glasgow Business magazine for in-depth coverage of the night and who won.



Fred MacAulay



The Glasgow Business Awards 2017 categories:

- Royal Bank of Scotland Award for Most Outstanding Business
- Glasgow Business Award for Best Performing Business (1-10 employees)
- Glasgow Business Award for Best Performing Business (11-50 employees)
- Glasgow Business Award for Best Performing Business (51 employees or over)
- Glasgow Business Award for Entrepreneur of the Year
- Glasgow Business Award for Excellence in Communications
- Glasgow Business Award for Excellence in Customer Service
- Glasgow Business Award for Family Business of the Year
- Glasgow Business Award for Green Champion
- Glasgow Business Award for Innovation in Business
- Glasgow Business Award for Innovation in Youth Employment
- Glasgow Business Award for People Development
- Glasgow Business Award for Sustainable Development
- Glasgow Business Award for Young Business Person of the Year
- Evening Times Award for Glasgow's Favourite Business
- Glasgow Chamber of Commerce Award for Lifetime Achievement

THE GLASGOW BUSINESS AWARDS

2017

Glasgow Chamber of Commerce gratefully acknowledges the support and sponsorship of the following companies for The Glasgow Business Awards 2017:

Royal Bank of Scotland

Main Sponsor and Sponsor of Royal Bank of Scotland Award for Most Outstanding Business



Royal Bank of Scotland has paved the way in

banking since it was established. From the world's first overdraft, and the first house purchase loan by a UK bank, to the first fully-fledged internet banking service, the bank has a history of making life easier for its customers. Royal Bank launched its first mobile bank in 1946 and now has 23 mobile branches, serving the more remote communities in Scotland. The bank is committed to serving communities and putting the interests of customers first. It is with its customers every day for all the things that matter.

Royal Bank of Scotland has more than two million customers in Scotland today, with over 120,000 business customers. They've been supporting these businesses, helping families and contributing to local communities for almost 300 years. And more than 12,000 Royal Bank of Scotland employees live and work in Scotland – it's where they call home.

To retain its close connections with Scottish communities, the bank helps its employees make a difference through programmes such as MoneySense and the STV Children's Appeal. As the main partner of Scottish Edge, Royal Bank has had a massive impact on the Scottish business economy, providing £2.5 million towards Scottish EDGE prize funding. With the bank's support, Scottish Edge has awarded £5.6 million to Scotland's Entrepreneurial talent, created 479 new jobs in Scotland and generated £21.6m of additional turnover.

For more information on Royal Bank of Scotland, visit: www.rbs.co.uk/business

Beam Digital and Design

Sponsor of The Glasgow Business Award for Best Performing Business (1-10 employees)



Beam Digital and Design are a no nonsense full service creative digital and design agency in the heart of Glasgow's west end.

We're passionate about helping

our clients get the most from their communications both digital and in print. We combine excellent creative ideas with the very latest in technology. We deliver fantastic user experiences, powerful marketing campaigns all with a keen business eye.

For more than 25 years, we have collectively been developing digital and marketing solutions for our clients which are creative, engaging, technologically innovative, meaningful and commercially sound. Between us we've completed websites, web applications, eCommerce, brand identities, advertising campaigns, packaging ranges, direct mail promotion and much, much more for small businesses to multi nationals to local government. We love our work, and it shows. You get the time of an experienced team dedicated to producing the very best.

Our approach starts by understanding your goals and we understand it can be a daunting prospect to begin or change your digital journey but we'll make it seem like a walk in the park. We are happy to talk you through any projects you have in mind. Arrange a meeting with us and we'll help you realise them. We'll show you what we are capable of when we meet ... and this time next year, we'll be showing you off as our latest work.

For more information on Beam Digital and Design, visit: www.beamdigital.co.uk

Blackadders

Sponsor of The Glasgow Business Award for Family Business of the Year



Blackadders provides a comprehensive range of legal services to individuals and businesses. We are a long established full service law practice with offices across Scotland. Our ability to adapt to our clients' changing needs and to anticipate how circumstances may change has helped us in our delivery of quality legal services and has contributed to our diverse, loyal and growing client base.

Our lawyers collaborate across various disciplines to give our client the all-round perspective and results they require. Our commitment to training and development ensures that our experts have the professional

knowledge and skills to deal with the most complex cases.

We offer our expertise nationally and, as part of the LEGUS international network, we can ensure a seamless service even when your interests lie further afield.

For more information on Blackadders, visit: www.blackadders.co.uk

Circular Glasgow

Sponsor of The Glasgow Business Award for Innovation in Business



Circular Glasgow aims to create a resilient, enterprise focused ecosystem by equipping Glasgow's SMEs with the support, tools and knowledge to future proof their business.

A Glasgow Chamber of Commerce led collaboration, supported by Zero Waste Scotland, Glasgow City Council and Circle Economy, Circular Glasgow's vision is to build a sustainable economy and city with an enviable quality of life in alignment with the ambitions of the Glasgow Economic Strategy.

Through tools, events and projects, Circular Glasgow works with businesses to look to future-proof their business through innovation and collaboration, resulting in significant financial savings, competitive advantage and a reduced dependency on scarce financial resources.

For more information on Circular Glasgow, visit: www.circularglasgow.com

City of Glasgow College

Sponsor of The Glasgow Business Award for Young Business Person of the Year



City of Glasgow College is Scotland's largest technical and professional skills college.

We are in the top two in the UK for WorldSkills and overall number one in the Scottish sector for success in student attainment in combined Further and Higher Education.

Our twin site, high tech super campus, right in the heart of Glasgow's Learning Quarter and on the banks of the River Clyde, is built for 40,000 students and offers industry standard, state-of-the-art facilities.

THE GLASGOW BUSINESS AWARDS

City of Glasgow College's innovative approaches to teaching and learning enable personalised development across a range of over 2,000 courses from Access Level to Masters. Our specialist curriculum is continually updated to meet the needs of employers and partner universities, ensuring that students reach their full potential while studying with us.

For more information on City of Glasgow College, visit: www.cityofglasgowcollege.ac.uk

■ Connect

Sponsor of The Glasgow Business Award for Excellence in Communications



Got a story to tell? We can help you find your voice.

Whether it's a targeted message to your customers, content to engage your employees or something to reach the wider world, we make it happen.

We are Connect and we innovate through communication. We craft content that is engaging, inspiring and entertaining. Pixels or paper, exhibition or electronic newsletter, we're experts at telling stories that travel and resonate.

Connect is Scotland's largest creative communications agency and, for almost 20 years, we've been creating, designing and delivering content and communication channels for heavyweight businesses and organisations across the corporate and public sector at home and around the world.

We produce quality communications for a host of well-known clients, engaging with a multitude of audiences. From digital and print platforms for a global oil and gas company to multi award-winning

membership magazines, we have creativity on tap.

So, whomever your audience and whatever your communication challenge, talk to us. We'll look after your every need, from conception to delivery. Letterbox, inbox or something out of the box - we create, design and deliver your stories.

For more information on Connect, visit: www.connectcommunications.co.uk

■ Developing the Young Workforce Glasgow

Sponsor of The Glasgow Business Award for Innovation in Youth Employment



Developing the Young Workforce Glasgow is part of the Scottish Government's strategy aimed at creating stronger industry links with education and increasing youth employment.

Our vision is to use employer leadership within the youth employment and skills system, creating opportunities for young people which, in turn, support industry and local economic development.

We do this in a number of ways including acting as a single point of contact for employers looking to recruit young people in city, by advising them on the initiatives best suited to their business. We also develop and support partnerships between businesses, schools and colleges bringing industry closer to education.

We work closely with a range of partners including Scottish Government, Glasgow City Council, Skills Development Scotland and the colleges in the region.

For more information on Developing the Young Workforce Glasgow, visit: www.dywglasgow.com



■ Glasgow City Council

Sponsor of The Glasgow Business Award for Best Performing Business (11-50 employees)



Glasgow City Council is Scotland's biggest local authority, providing services to its growing population of more than 606,000 with the ultimate aim of ensuring the city is an attractive place to live, work or study in, and visit.

Glasgow is Scotland's commercial capital and is one of Europe's top 20 financial centres. The retail sector is very strong in Glasgow, with wide recognition that the city is the top retail centre in the UK outside of London's West End.

The Council and its arms-length external organisations supply essential services such as nursery, primary and secondary schooling, social work, cleansing, planning, environmental health, business support, community safety, roads and parks maintenance and home care to the people of Glasgow.

Other areas of activity that develop Glasgow's profile, economy and quality of life include the city's outstanding art galleries and museums, leisure centres, apprenticeship programmes, regeneration projects and work to attract jobs and business to the city.

The Council works with many different partner organisations including Glasgow Chamber of Commerce, Scottish Enterprise, Glasgow Life, Greater Glasgow and Clyde NHS, public sector





organisations, educational institutions and the private and voluntary sectors to help make Glasgow the strong, forward-thinking city that it is.

The successful hosting of the Glasgow 2014 Commonwealth Games and many other achievements led to the local authority receiving the title of UK Council of the Year 2015.

For more information on Glasgow City Council, visit: www.glasgow.gov.uk

■ Heathrow Airport

Sponsor of The Glasgow Business Award for Excellence in Customer Service



Heathrow is the UK's hub airport, home to more than 80 airlines, connecting to more than 190 destinations. Every year, Heathrow welcomes over 75 million passengers with a commitment to 'making every journey better'. Following an investment of more than £11 billion over the last 10 years, passengers have now voted Heathrow the 'Best Airport in Western Europe' three years in a row, and 'Best Airport for Shopping' eight years in a row.

Our vision for an expanded Heathrow is to continue to transform the airport into one integrated airport campus offering travellers a quicker, smoother experience. Our passengers will have one simple journey to any gate. They will also have more destinations to choose from, more choice in who they fly with and lower fares as a result.

With existing connections to

Glasgow, Inverness, Aberdeen and Edinburgh via British Airways and Flybe, Heathrow is the gateway to global markets for Scottish exports – like fresh salmon, which is our top export by volume. An expanded Heathrow will double our cargo capacity and create additional domestic and international routes, helping businesses in Scotland reach new and emerging markets around the world. This is why our plans enjoy a broad range of political and business support across Scotland, including from the Scottish Government, Glasgow Chamber of Commerce and Glasgow Airport.

Heathrow also currently spends over £1.5bn annually with more than 1200 suppliers from around the UK, and there will be more work on the horizon with expansion. We are committed to using our position as a national asset for the benefit of SMEs; as such, we will be hosting Heathrow Business Summit Scotland in Edinburgh on 18 October. The one-day event will provide a unique opportunity for Scottish SMEs to connect and trade face-to-face with Heathrow's supply chain.

For more information on Heathrow, visit: www.heathrow.com

■ Invest Glasgow

Sponsor of The Glasgow Business Award for Best Performing Business (51 employees or over)



Invest Glasgow, Glasgow City Council's inward investment team, is dedicated to encouraging and assisting investment and promoting the city as one of the most business-friendly locations in the UK and Europe.

This professional, collaborative approach addresses the needs of investors and businesses alike and facilitates access to a wide range of partners across the city: Scottish Enterprise, Scottish Development International, Glasgow Chamber of Commerce, property agents and other Council services such as Planning and Business Services.

Glasgow is a place where your business can truly flourish. In 2016/17 Glasgow attracted over 2,700 new jobs across all of Glasgow's key sectors comprising more than 50 new companies and 26 expansions. New arrivals to Glasgow include Televerde, Eliis Whittan and Encompass.

For more information on Invest Glasgow, visit: www.investglasgow.com

■ Scottish Water

Sponsor of The Glasgow Business Award for Sustainable Development



Scottish Water provides vital water and waste water services, essential to daily life, to 2.49 million households and 152,000 business premises across Scotland, and is trusted to care for the water on which Scotland depends.

We are one of the UK's top performing water companies, providing our customers with high levels of service.

We are continuing to build an increasingly sustainable business, while our average household charge remains one of the lowest in Great Britain. The quality of drinking water at customers' taps remains at an all-time high, and our investment is helping to support the economy of Scotland, while protecting and enhancing the environment.

Looking ahead, we are focused on sustaining high performance so that we continue to provide our customers with a consistently high standard of service and great value for money.

For more information on Scottish Water, visit: www.scottishwater.co.uk

■ ScottishPower

Sponsor of The Glasgow Business Award for Green Champion



ScottishPower has been at the heart of energy generation and distribution in Glasgow and beyond, for over 100 years.

Providing energy services to around 200,000 businesses throughout the UK, ScottishPower recognises that as a supplier of one of the essential services, it plays a key role in helping small businesses grow and develop.

With this in mind, ScottishPower has developed a range of services specifically designed to support the small business community. ScottishPower values its business customers and aims to provide them with competitively priced, tailored deals supplemented with the support of a dedicated UK based Business Energy Team.

From contracts of varying lengths, to online account management and a personalised welcome programme, we keep the needs of our business customers at the heart of everything we do.

For more information on ScottishPower, visit: www.scottishpower.co.uk/smallbusiness

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■ Simon Driscoll Consultancy

Sponsor of The Glasgow Business Award for People Development



Simon Driscoll Consultancy is a dedicated Salesforce.

com partner assisting Salesforce.com customers with their long-term strategy and CRM growth plans.

As a local business based in Glasgow, but working globally, Simon Driscoll Consultancy has almost 10 years' experience in the Salesforce.com market helping customers to maximise their return in investment.

For more information on Simon Driscoll Consultancy, contact: www.simondriscollconsultancy.co.uk

■ Wright, Johnston & Mackenzie LLP

Sponsor of The Glasgow Business Award for Entrepreneur of the Year



Law for your life, Law for your business.

Wright, Johnston & Mackenzie LLP is a full-service, independent Scottish law firm, with a history stretching back over 160 years, operating from offices in Glasgow, Edinburgh, Inverness and Dunblane.

WJM's purpose and vision is simple: to help our clients achieve their goals and objectives by operating successfully on their behalf. WJM's staff are committed to looking after everything you need, whether for you, your business, your community or your family. Our key task is to get to know you and your circumstances so that we can offer the most appropriate service for your personal or commercial needs.

WJM's lawyers strive to be professional and commercially astute, as well as easy to deal with. This makes WJM a place of practical advice for all our clients. WJM follows a policy of continual improvement and innovation throughout all legal services, to better serve our clients in Scotland and across the UK.

We have a network of offices across Scotland, enabling you to benefit from our teams of experts regardless of where you, or they, are based. Whenever our input is needed, you can count on our knowledge and experience to help you achieve successful outcomes and set your mind at rest.

WJM looks forward to welcoming you the next time you need legal expertise. Contact us to find out how we can work

with you to help you achieve what you want out of life for yourself, your family and your business.

For more information on WJM, visit: www.wjm.co.uk

■ Evening Times

Media Partner and Sponsor of The Evening Times Award for Glasgow's Favourite Business

Evening Times Nobody Knows Glasgow Better.

For more than 140 years, the *Evening Times* has been keeping Glasgow up-to-date with everything that happens across the city. Every month, through our print and online editions, more than 1.5 million people are kept informed with all the latest in news, business, sport and entertainment.

The *Evening Times* has been media partner of The Glasgow Business Awards for over a decade, and since our involvement we have supported a unique category in the competition – the *Evening Times* Award for Glasgow's Favourite Business.

Voted for by our readers, previous winners include Auchentoshan, the Pavilion, Slater Menswear, The Q Club, Barrhead Travel, Glasgow Taxis, Glasgow Credit Union, The Business Incentives Group, The Pets'n'Vets Family and last year's winner Mono – all firms close to the heart of the public.

The *Evening Times* is dedicated to promoting the very best of Glasgow and, in particular, in promoting, celebrating and supporting the businesses which help make this city the economic heart of Scotland.

Once again, we are proud and privileged to be involved in The Glasgow Business Awards and to help celebrate the success and achievements of our top companies.

For more information on the *Evening Times*, visit: www.eveningtimes.co.uk

■ Great Scot Photography (Stewart Cunningham) Photography



One shot. No luck.

Here are 250 words. You shouldn't read them all, because most of them don't really matter. The ones that do are pictures. Or to be precise, the ones that do are: 'pictures'; 'Stewart' and 'Cunningham'.

To sell most things – services, goods, even people – pictures work better than words. There's an instant connection from image to brain. On a website especially. See, want, click, buy. The visual is all.

One shot. One sale.

Not all pictures sell and not all pictures work, because they show the wrong thing or the right thing badly.

Stewart Cunningham takes good pictures. He has been a successful professional photographer in news and commerce, working globally for 40 years. His pictures work.

Maybe you're a photographer. Maybe you have several thousand pounds' worth of camera gear, a good eye, a love for gadgets and even the praise of family and friends.

But knowing what works, what sells and how to make the picture that accomplishes that is a different matter.

It's like golf. Once a round, you'll hit a shot every bit as good as anything Rory McIlroy could do. You'll get lucky.

One shot. That's the joy of the game for amateurs. Every so often, you're as good as a pro. But not 60 shots a round. Not practising every day you're not playing. Not delivering day in day out.

Making it work. Stewart Cunningham.



60 shots a round.

One shot. One sale. No luck.

For more information on Great Scot Photography, visit: www.greatscotphotography.com

■ **Hilton Glasgow**
Pre-Dinner Drinks Reception



Stay at the Hilton Glasgow and enjoy a wide variety of services and facilities designed to make your stay perfect. Spend a relaxing afternoon in the luxurious spa or explore the bustling city centre right on your doorstep.

Meetings and Events

Host meetings and events for up to 1000 guests at Hilton Glasgow, and enjoy the prestige of one of Glasgow's finest venues. Perfect for weddings, charity events, award ceremonies, conferences and exhibitions, Hilton Glasgow offers a range of venues, from the extravagant Grand Ballroom to intimate meeting rooms with panoramic views of Glasgow's West End.

Dining and drinks

Discover Hilton Glasgow's three inspired dining venues, each offering iconic dishes prepared with a modern twist. Savour hearty, honest food at Morblas Seafood and Grill. Shake things up at Connich Bar, with its famous list of classic and quirky cocktails, or invite friends to afternoon tea at Ti Tea Lounge.

Rooms and suites

Stay at Hilton Glasgow – home to 319 stylish guest rooms and suites, many with breathtaking views of the iconic Glasgow cityscape. Choose luxury accommodation that works for you, from stylish deluxe and family-friendly rooms, to executive rooms with full access to the executive lounge or upgrade to one of two well-appointed suites.

Health, fitness and spa

Enjoy a unique spa experience and pamper session in The Ocean Rooms Spa and Hair Spa. Work out in the gym, relax in the steam room or sauna, or cool off in our 15-metre pool.

For more information on Hilton Glasgow, visit: www.hiltonglasgow.co.uk

■ **MBM Print & Supply Chain Solutions**
Tickets and Programmes



MBM Print and Supply Chain Solutions is a long established printing



company based in East Kilbride – but we don't stop there. With our extensive market experience, we have evolved to offer comprehensive supply chain solutions that reach far and beyond the traditional printing process. Designed to add value and seamless integration, our service covers pre-press, print, packaging, fulfilment and distribution from our new premises in East Kilbride.

Our Studio is equipped with the latest technology and industry standard hardware and software, taking customer product to the printing presses quickly and more accurately than ever before.

Proud to be a leading provider of lithographic print, we produce an extensive portfolio of formats to high profile blue-chip clients. Utilising both sheet-fed and web-fed B1 litho presses, we achieve a versatile and efficient service, printing from single colour up to eight colours in one pass. A full complement of binding and finishing options is also available, all in-house. We also have a Digital Department, offering print in mono and full colour including personalisation to your specific needs utilising our variable data technology. Fast, Flexible and Efficient – the right solution to short run and targeted requirements.

Our intelligent ERP system allows printed and purchased components to be gathered, packed and validated in-line via a check weigh and barcode verification system to ensure



accurate configuration of customer kits every time.

Quality is at the heart of our business, holding ISO 9001 registration since 1992 and in 2003 achieved Pharmaceutical Accreditation PS9000. ISO 14001, OHSAS 18001, FSC and PEFC certification complete our line-up of accreditations.

For more information on MBM Print and Supply Chain Solutions, visit: www.mbmprint.co.uk

■ **VisionEvents**
AV



VisionEvents is an industry-leading production company creating world-class events across the UK and Europe from our office and warehouse in Glasgow, HQ in Edinburgh and further warehouse in London. We have a 30+ year history of producing outstanding events – it's our passion.

As with our client list, our events and projects vary enormously; ranging from small product launches and intimate parties through to full-scale international conferences, glittering awards ceremonies and complex roadshows. Unlike other companies in our industry, VisionEvents offers the 'full package' including cutting edge AV equipment and event technology, full creative production and event planning, completely in-house. Our departments include:

- **VisionProjects:** event planning and project solutions
- **VisionCreative:** graphics and video production
- **VisionTechnology:** daily equipment hire and logistics.

Our unique approach means you have one team from start to finish for excellent project control to give your event the creative edge.

For more information on VisionEvents, visit: www.visionevents.co.uk

Another boost for shopping resurgence

Three flagship retail units for St. Enoch Centre to strengthen city's position as a retail destination

A planning application has been submitted by Sovereign Centros, acting as asset managers on behalf of owners Blackstone Real Estate Partners, to develop three new, reconfigured flagship retail units at the prime junction between Argyle Street and Buchanan Street and connecting to the internal mall of St. Enoch Shopping Centre in

Glasgow City Centre. The units will range from 5,000 to 21,000 sq ft.

Plans propose the part demolition of 135-153 Argyle Street and to replace them with a new high quality flagship retail development. The development proposes a sensitive restoration of the historic façade of the former St Enoch Picture House and secures its retention

for the future in a use appropriate to the location.

The plans to provide flagship units forms part of Sovereign Centros' business plan for St. Enoch, and follows on from the recent signing of VUE cinema to anchor the new East End leisure development, as well as the recent investment to refurbish the centre's food court.

Advanced discussions have already progressed to bring new and exciting retailers to Glasgow City Centre, helping to continue the resurgence of Argyle Street, boost footfall in the City and reinforce St. Enoch's position as the prime shopping and leisure destination in the UK's second biggest retail destination outside the West End of London.



Three new, reconfigured flagship retail units have been proposed at the junction of Argyle Street and Buchanan Street

GLOBAL RANKINGS RISE FOR THE UNIVERSITY OF GLASGOW



Aerial view of the University of Glasgow

The University of Glasgow has risen eight places in the global ranking of world universities. The Gilmorehill institution is now placed 80th in the world.

Professor Sir Anton Muscatelli, the Principal and Vice Chancellor of the University of Glasgow, said: "I am absolutely delighted that the University of Glasgow has risen eight places in the global world rankings to 80th position. This news underlines the strength and quality of teaching at the University of Glasgow, as well as recognising the tremendous student experience that we offer. The rankings rise comes as we embark on a £1 billion redevelopment and expansion of our main campus. The new facilities will be truly world leading and further confirm Glasgow as a global centre for learning, teaching and research."

ScottishPower's new HQ to be hub for £8bn investment

ScottishPower's new Glasgow HQ is to act as a hub for a team of experts tasked with future-proofing the UK's electricity system, the firm has pledged.

The firm's newly completed St Vincent Street headquarters – the largest single-use building to be constructed in Glasgow for 25 years – has brought together 1650 employees previously spread across a number of separate sites in Scotland, enabling better collaboration on future technologies.

The 12-storey 220,000 square foot (20,500 square metres) office was officially opened by First Minister Nicola Sturgeon this summer.

Ignacio Galan, Chairman of ScottishPower, said: "For the first time, we have our expert teams under one



The Atrium of ScottishPower's new HQ

roof with a shared purpose to harness low carbon power and deliver digital transformation.

"Along with our skilled workforce, our new HQ will also be an exciting hub delivering our planned £8 billion investment in new projects across the UK and beyond. Together we will provide the systems that power the future.

"Glasgow has been our home for more than 60 years and we are very pleased to be committing our long-term future to the city. It has a proud engineering heritage and just as the city was pivotal to the industrial revolution, we hope that we can help it to play an important role in the digital revolution."



Dr Mairi Davies, Climate Change Manager for Historic Environment Scotland and David Barnes, Litter and Flytipping Programme Manager, Zero Waste Scotland, at the Engine Shed, Scotland's newly-opened dedicated building conservation centre, based in Stirling

Zero Waste Scotland launches new approach to prevent litter

Zero Waste Scotland has launched a nationwide initiative calling on businesses, local authorities and other organisations to help cut the cost of litter clean-up and join forces to prevent it from happening in their communities.

The call was launched recently at the Engine Shed, Scotland's dedicated building conservation centre and an important visitor attraction, newly-opened by the River Forth in Stirling, where regular litter picks take place. Historic Environment Scotland, which manages the Engine Shed, is supporting the initiative.

Organisations across the public, private and third sector in Scotland are being invited to lead their communities in the fight against litter and flytipping by developing Litter Prevention Action Plans. It's part of nationwide efforts to change behaviour and attitudes toward dropping litter.

Participants in the initiative will receive support from Zero Waste Scotland to identify the litter prevention actions that make up their action plans. Action could be as simple as putting posters up in windows to discourage customers from littering, storing waste correctly, including litter prevention messages in staff inductions and making sure that any external areas of an organisation's premises are cleared of litter.



ScottishPower's new St Vincent Street HQ



Diligent approach is vital for confidence in company transactions

Words by: *Tim Power*

Last year, almost 10 years after the 2007 financial crisis, investment banking giant Goldman Sachs agreed to pay \$5.1 billion to settle a lawsuit relating to its handling of its mortgage-backed securities to investors – and also agreed to say the bank had failed to do its due diligence.

If it, and other financial organisations, had done their proper due diligence and checked the unusually high percentage of loans with credit and compliance defects, it would have saved

the world one of the greatest financial headaches since the great crash of 1929.

Due diligence is not just about compliance, as it is an integral part of business practice to identify issues and tackle them early on. This practice is crucial in buying an enterprise or planning a merger, giving vital information to establish the right value and negotiate the best terms for the business transaction.

Whether you are considering buying or selling an enterprise, undertaking

due diligence is something you cannot consider doing without. Due diligence is usually conducted by a prospective buyer to appraise the business of its assets and liabilities and evaluate its commercial potential, but it's a useful exercise for a seller also to understand what would make their business more attractive to a buyer.

Since the large majority of businesses do not have the specialist skills and experience required to conduct due diligence internally, it's essential to seek

professional advice. This advice is usually sought after the initial offer is made and a period of time agreed to examine the business's books.

The due diligence work usually begins after a Heads of Agreement has been agreed between the seller and the buyer to set out the main points of the deal, but which are subject to contract.

This is an important step and needs carefully thought through, as it will help provide a useful road map for both parties and reduce the potential for disagreements later on in the process. In addition to laying out all the areas that need to be covered in the negotiations it's also important to cover any confidentiality agreements covering information gained by the buyer from the due diligence report.

Due diligence is wider than just looking at the trading results of an enterprise, verifying the financial information provided and assessing the underlying performance on the business. It also looks at other areas such as legal obligations, intellectual property, taxation, pensions and even IT systems.

Legal due diligence is an important aspect in media and tech companies where intellectual property rights are crucial to future success. There are other legal areas to be investigated in acquisitions such as the legal structure of the organisation, the legal standing with its property, loans, customer/supplier and employment contracts, and any impending legal disputes.

That's why a multi-disciplined professional services team is essential to provide support in preparing a company for sale or helping a prospective buyer ascertain the suitability of a potential company and help with negotiations.

One of the biggest imponderables in



“Whether you are considering buying or selling an enterprise, undertaking due diligence is something you cannot consider doing without”

buying and selling a business is arriving at a valuation – many will say it is an art rather than a science. Some advisors will say there is no such thing as a correct valuation; only the highest amount a buyer is prepared to pay for a business at a moment in time.

Nevertheless, there are a number of hard numbers that will be considered when arriving at a valuation, which are based on profits and assets: return on investment, discounted cash flow analysis, earning

multiples, and net asset valuations.

But beyond these financial ratios are also a number of intangible factors to consider that can reflect positively or negatively on the valuation. In the positive corner is historic strong trading performance and potential for future profit growth, as well as the company's leading position in the market and reputation. The negative side is that profit growth may have come at the expense of asset sales rather than trading, and the company's reliance on only a few major customers would cause buyers concern about risk exposure.

One reason that many acquisitions do not turn out to be as successful as they could be is that the buyer did not fully assess the market they were entering. Some buyers may be willing to take a seller's anecdotal evidence about the strength of their position in their market and positive prospects for the future, but these can be verified by commercial due diligence.

Commercial due diligence involves the professional services team digging deeper into the market conditions, assessing the competition in a particular sector and talking to existing customers to assess whether the seller's business plan matches the market reality.

Then there are a lot of other factors to consider, particularly potential costs in a merger situation that might require salary parity, pension obligations, selling





Seller beware - make sure your business is a comfortable fit

TURCAN CONNELL

Buying or selling a business, whether as an asset transaction or a purchase or sale of a company is not like buying a physical item, such as a pair of shoes, where, if you like the look of them and they feel comfortable when you try them on, that is probably enough to encourage you to buy.

Businesses are more than the physical assets the business owns. Businesses have a history of legal transactions creating rights and obligations, benefits and liabilities that can only be assessed by careful and detailed due diligence. If a seller is not fully prepared, the buyer's due diligence may

well identify problems which could cause the buyer to reduce the price offered or abandon the purchase altogether. The due diligence is also liable to take longer if the seller has not assembled all the information the buyer will ask for. The prepared seller, however, can avoid these delays and difficulties by working with the lawyer and accountant who will handle the sale to ensure all the information which will be requested is gathered together and critically assessed in advance of the sale process getting under way.



Jack Gardiner is a Partner in Turcan Connell's Business Law Team

of assets, redundancies or relocation costs.

The completed due diligence will give the buyer a picture of how the enterprise is operating at a particular period in time and give an indication of how it should perform in the future. It will also highlight any issue or problems that might require warranties.

Then it's down to the contract negotiations, agreeing funding options and striking a deal.

The investment in due diligence should not only give the buyer a greater understanding of the business they are acquiring but also confidence that they have made a good investment for the future.

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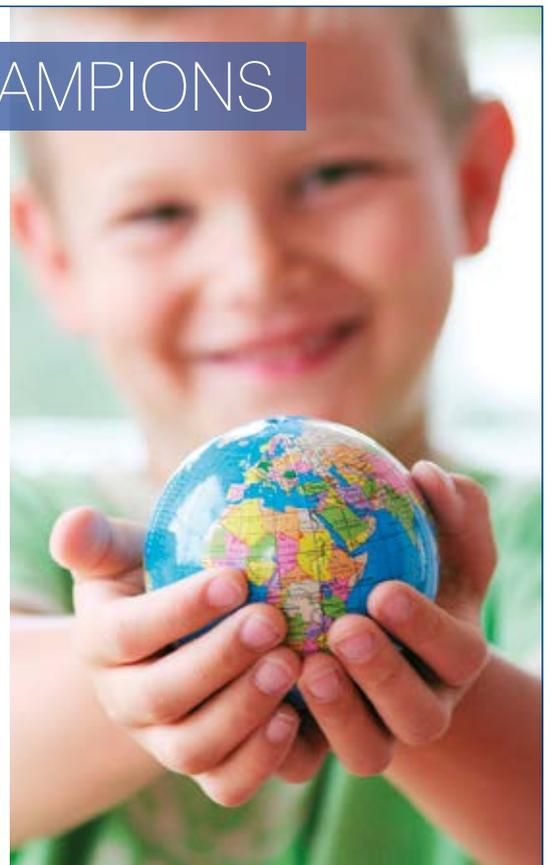
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Parties all wrapped up

Goodwill can be in short supply when you have to organise the annual office bash, so why not let a professional event planner, or one of Glasgow's top entertainment venues design you the perfect package



Christmas is coming – oh yes, it is – and it's a traditional time for businesses to recognise the hard work and commitment shown by their staff during the year. Even in these days of austerity, that often means throwing a lavish – or at least generous – corporate party or event.

The festive 'work do' is usually intended as a genuine gesture of thanks and goodwill. However, these gatherings do cost money – sometimes a lot of it – and so they can't be entirely altruistic. There does often need to be some sort of positive return on investment if the Finance Director is going to keep his Santa hat on his head.

Fortunately, the annual bash does bring business benefits, as research

shows. It's a direct investment in people – usually a company's most important asset – and so leads to rewards in productivity, commitment, enthusiasm and social interaction. And another plus is that it often attracts tax relief.

To take away the strain and ensure a professional outcome, larger enterprises may employ event management or booking companies. Leaders in this area include UK-wide specialists such as Chillisauce or Eventbrite.

James Diment, Head of Corporate Events at Chillisauce, says: "A Christmas party is a great way to thank everybody for their hard work and kick start the New Year. Whether you're looking for a shared party, bespoke event or a Christmas-themed activity day, our corporate managers have the knowledge and experience to take the stress out of your event planning.

Diment adds: "With access to a range of venues and a wealth of creative ideas up our sleeves, we have the resources to ensure a professional and seamless event planning process from start to finish."

Eventbrite claims to be the world's largest self-service ticketing platform and many businesses will already be aware of it via training and conference events. According to Sebastian Boppert, Head of European Communications, it offers company organisers a pain free – and potentially cost free – way to manage Christmas event registrations.

"Within minutes, they can set up a good looking event page with a customised URL, where employees can register for the party. That way, they'll always stay on top of how many people will attend and who is coming."

Using Eventbrite's free app for organisers, planners can scan tickets at the door or tick off people as they arrive on the integrated guest list, so they know at any given time who has already arrived and who is still to come.

"The service is entirely free as long as tickets aren't charged for. For paid tickets, a small service fee applies," Boppert adds.

Operating directly with some of Glasgow's major event and entertainment venues appeals to many businesses. They may already know them or have done business with them in the past.

The Glasgow Science Centre is one popular party option. Full event packages are available, with open top transport to and from Glasgow city centre and complimentary after-party access to other venues – Arta or Corinthian – to continue the festivities.

Big events with big audiences can create a great sense of togetherness at



Christmas and that's where the option of the Scottish Event Campus (SEC) comes in. Kirstan McAlonan, the venue's Head of Public Relations, says: "The festive period is always a busy time.

"One of the key events on the calendar is Glasgow's biggest panto, which returns to The SEC Armadillo from 16 December. For 2017 it's *Jack and the Beanstalk*,

starring Gary Tank Commander and the Dolls.

"The show is a modern twist on the traditional panto and appeals to adults as well as children – particularly the special effects, including 3D, which adds a different dimension. We have got group booking deals, free coach parking and other perks such as discounted coach hire as well as a pre-

ordered refreshment service which will be ideal for larger companies.

"There's also the legendary Irn-Bru Carnival – Europe's largest indoor festive funfair, which would be a great twist on a traditional work night out. We also have a host of other events coming up in the SSE Hydro during December, including Steps, Andre Rieu, *Harry Potter and the Chamber of Secrets* and Pete Tong Presents Ibiza Classics.

"So there's something to suit all tastes. We have onsite catering options too in our Clydebuilt Restaurant and Bar, so Christmas lunch or dinners are also bookable in advance."

Some Glasgow bars, restaurants and hotels have a very specific festive offering. For example, John Quigley, Chef/Patron at the award-winning restaurant Red Onion, in West Campbell Street, says: "Our unique selling proposition is that we offer full vegan and gluten-free variations of our Christmas menu. This



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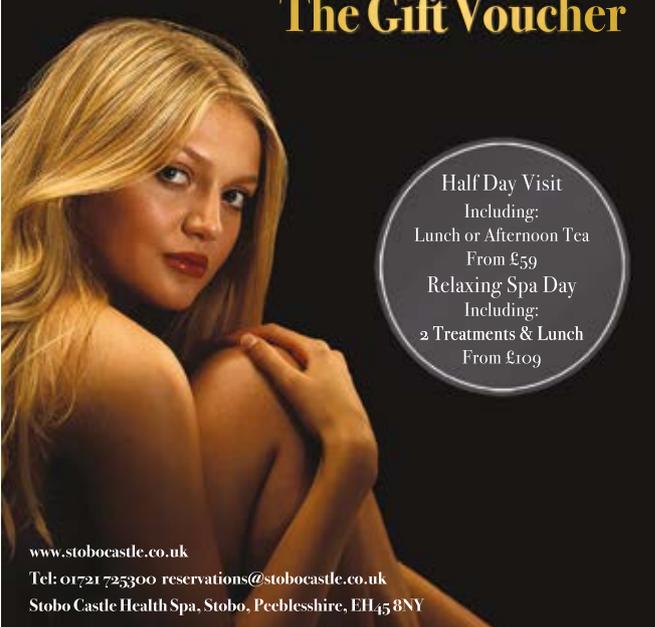
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“With such a huge choice on offer, the world – or at least Glasgow – is your oyster. And there’s absolutely no reason for your much-anticipated festive bash to turn into a turkey...”



appeals to large groups with different dietary requirements and also makes for totally inclusive dining.”

Other options cover a wide range of cuisines. Alla Turca on Pitt Street is an authentic Turkish restaurant, grill and meze bar with private dining rooms and background live music.

The Anchor Line, sited just off George Square in the former first-class booking office of the famous Glasgow shipping line, is now a very atmospheric listed building, which has been refurbished at a cost of more than £1 million. It can cater for groups of up to 40.

Anchor Line’s emphasis is on Scottish produce, including fresh oysters, lobster and scallops, Scotch beef and ribs. There is also an extensive

cocktail list with classics sitting alongside some concoctions with in-house signature twists.

A different kind of option comes from Oran Mor, a vast former church turned multi-storey entertainment venue in the city’s West End. Its offering can include a visit to its own in-house panto, which this year is the intriguing-sounding *Cinderella 2: I married a Numpty*.

Events Manager Lyn Cameron says: “We can arrange panto trips for clients with groups of two to 200, and Christmas party nights for up to 250 guests.”

“It is a particularly interesting venue,” she adds: “The Auditorium here is a breath-taking architectural space.

“Beneath the celestial ceiling mural by Alasdair Gray, one of Scotland’s

largest pieces of public art, guests can enjoy the food and service that has put us on the map as one of Glasgow’s leading venues.

“It is an atmospheric room, enhanced by pagan stained glass windows, and, as well as retaining many of the original features of the church, it offers a truly contemporary setting in which to hold special events.”

With such a huge choice on offer, the world – or at least Glasgow – is your oyster. And there’s absolutely no reason for your much-anticipated festive bash to turn into a turkey...



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A very *individual* education

Words by: *Stewart McRobert*

If you value choice, diversity and excellence in education then your thinking is perfectly in tune with Scotland's independent schools.

According to John Edward, Director of the Scottish Council of Independent Schools, these three words summarise the principles that underpin the sector.

"We are proud that we are able to offer parents and pupils the chance to choose any type of school – single sex or co-ed, large or small, urban or countryside, day or boarding. There is substantial learning support provision in the mainstream sector, and we have additional support needs schools."

There are options when it comes to curriculum and qualifications, too. Some schools follow the Curriculum for Excellence; others have a different approach. Most offer SQA exams, some offer the International Baccalaureate, others GCSE and A-levels, and many offer a combination of all of three.

"Most important," added John, "in our schools there is a very clear focus on the individual, their strengths and potential weaknesses. Pupils are exposed to every possible academic, artistic and vocational opportunity.

"Similarly, almost all pupils do a minimum of five hours physical education a week. They have the chance to do individual sports and are encouraged to engage in team sports, as well as taking part in outward bound activity, other outdoor learning, the Duke of Edinburgh's Award, drama, music, debating and so on."

When it comes to excellence the aim is to explore possibilities and realise the potential for outstanding performance

within individuals. John contends that's one of the reasons independent schools maintain a high ratio of teachers to pupils. The supply of well qualified professionals allows independent schools to offer a wider choice of subjects, with pupils able to study topics such as classics, business studies, economics, and design technology to Advanced Higher level.

"Ultimately, what attracts parents is the focus on the individual and each school's distinctive ethos, which may be based on religion, may come from the founder's beliefs, or a specific attitude to life.

"We believe that by choosing to go to the school, you are signing a contract as a family. The tripartite agreement between school, young person and parents underpins what they can expect of each other as the child goes through every phase of nursery, primary and secondary education.

"Independent schools build a great sense of loyalty – people feel very attached to their school, which, in almost all cases, will have an alumni association."

Autonomy

He is quick to clear up some of the misunderstandings about the sector. "People sometimes describe it as 'private', implying it is isolated and standalone. That's not the case. We have the same exams and same inspectorate as other schools, our schools have an input into curriculum development and assessments, as well as exam marking, and we sit on advisory boards and panels for the General Teaching Council Scotland, SQA and

Scottish Government. "However, our schools are autonomous and run by independent governing boards. That autonomy makes the schools different and it is very fiercely protected."

In general, pupil numbers at independent schools have remained static over the past 20 years. During that time there has been a more than threefold increase in means-tested support, including traditional bursaries and scholarships, as well as discounts for siblings and staff members. The result is a greater mix, with pupils coming from a very wide variety of backgrounds.

Despite its strength and resilience, the sector has its challenges. John explained: "Like everyone else we are not immune to high-level political issues. For example, an issue like Brexit is pertinent because we have at least 1500 international



John Edward,
Director, Scottish Council
of Independent Schools



boarders at our schools and many of our teachers come from different parts of the world.

"Affordability is a perennial issue. The cost of the teacher pension scheme continues to increase and in our case the employer and employee contributions must all come from school fees. That is also the case for business rates, of which we pay 20 pence in the pound."

This raises the spectre of the recently issued Barclay Review of Business Rates in Scotland, which has singled out independent schools – and some other bodies – as a means of raising extra revenue.

"This is a mystery because only 10 years ago our schools were given a particular charitable test by the Scottish Government and have spent the time since then passing it. Now, we are told that's still not good enough."

An economic survey carried out on behalf of SCIS showed that the gross value added by the sector was approximately £0.5 billion and benefits to the Exchequer equalled approximately £246 million. That is on top of boarding for international pupils which produces an estimated £30m in export earnings.

"It seems short sighted and illogical to put any part of that at risk," said John. "Whatever happens, we will continue to make our case to the Government in public and in private."

“Pupils are exposed to every possible academic, artistic and vocational opportunity”

International reputation

He also highlighted the value of the Scottish and British education brand, which has international appeal. Schools such as Hutchesons' Grammar or the High School of Glasgow have a global reputation because of the achievements made across the world by former pupils.

At home, schools stay close to the local economy by maintaining myriad links with local business. "Most have tailor-made arrangements that are mutually beneficial to the school and business in question. However, the vast majority of school boards will include community representatives who have commercial expertise.

"Community links are taken very seriously. For example, schools make their facilities available to individuals and

groups within their local community. There are other initiatives, such as the project in which the five largest independent schools in Glasgow pay toward a rugby coach who doesn't teach in any of their schools but does his work in local state schools."

The process of continuous evolution, which is part and parcel of the independent schools approach, will help make sure they carry on offering an outstanding educational experience to our young people.

John concluded: "As long as there is a commitment to choice, diversity and excellence in our society, people will always look for something different and distinctive – that's exactly what independent schools offer."

The Glasgow schools

Members of the Scottish Council of Independent Schools based in Glasgow are:

- Al-Qalam Primary School
- Craigholme School
- The Glasgow Academy
- The High School of Glasgow
- Hutchesons' Grammar School
- Kelvinside Academy
- Newlands Junior College
- St Aloysius College

Regus answers the growing appetite for flexible workspace in Glasgow



It was almost 18 years ago that Regus opened their first location in Glasgow, on Buchanan Street. Since then, the facility has welcomed companies of various sizes and from a range of sectors, who are attracted by the flexible terms that Regus offers.

A second Regus centre opened in 2006 on West George Street, followed by a third one in 2010 on Woodside Place.

The three centres offer a range of workspace including private offices, meeting rooms available to book by the hour, co-working spaces and Virtual Office services.

This year, the three of them have undergone a complete renovation programme, in order to better serve the expectations of their clients to work in modern interior designs and benefit from collaborative working environments.

Across its UK locations, Regus has witnessed the trend for companies to turn away from traditional leased offices as they strive to keep overheads down and work in more productive, modern and environmentally-conscious ways. It is no coincidence that the biggest growth area of the company's business is 'on demand' workspace – such as offices or hot desks on a shared, part-time or drop-in basis – as well as meeting rooms and Virtual Offices.

These trends are especially evident in Glasgow, where a fourth Regus location should open in the coming months to meet the city's rising demand for workspace on flexible terms.



Richard Morris, UK CEO, Regus, comments: "We know that more and more professionals in Glasgow are working flexibly, instead of the traditional 9-5 in the office, and we are seeing a growth in interest in flexible working options which provide a more agile alternative to fixed offices."



Visit www.regus.co.uk for more information.

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APPOINTMENTS

PEOPLE ON THE MOVE IN THE BUSINESS COMMUNITY

Promotions at DM Hall strengthen its Scotland-wide offering to clients

Two new directors have been appointed by DM Hall, one of Scotland's leading independent firms of chartered surveyors. A further appointment to Director in Falkirk was also made in October 2017.

Kevin Jackson and Robert Eunson, both of whom work in the Aberdeen Commercial property team and David Telford, in Falkirk, operates on the Residential side



Kevin Jackson & Robert Eunson

of DM Hall's business. David Burrup, from the firm's East Building Consultancy practice and Ian Johnston at the firm's Paisley

Residential office, have been promoted to Associate.

Eric Curran, managing partner said: "These are well-merited promotions which reflect our commitment to the future."

For more information contact Neil McKenzie, Marketing Manager, DM Hall. T: 01698 284939. E: neil.mckenzie@dmhall.co.uk W: www.dmhall.co.uk



Law At Work announces promotions

Following a strong start to the financial year, employment law, HR and health & safety market disrupters, Law At Work has made a wave of promotions across the business.

Former deputy director of legal services, Margaret Anne Clark becomes head of the employment law department overseeing a team of 12 highly trained solicitors



Margaret Anne Clark

across the firm's Edinburgh and Glasgow offices.

Senior employment solicitor Daniel Gorry has been promoted to deputy

head of legal services and the company's client management division will now be led by Steven Smith.

Paman Singh and Kirstie Beattie, who have recently completed their traineeships with the firm, have also taken up full time positions.

W: www.lawatwork.co.uk T: 0141 271 5555 (Law At Work Glasgow Division)



Unwanted Fire Alarm Signals



SCOTTISH FIRE AND RESCUE SERVICE

Working together for a safer Scotland

On average, every Unwanted Fire Alarm (UFA) costs UK businesses £848 in lost revenue and production, resulting in continual disruptions which on average last for 30 minutes.

Automatic fire alarm systems provide an early warning of fire but many detection systems can also react unnecessarily to steam, cigarette smoke or cooking, signalling an Unwanted Fire Alarm to the occupants and often the Fire and Rescue Service.

UFAS cost our communities in many ways:

Firefighters and emergency crews are placed at risk through unnecessary blue light journeys.

Fire appliances are not available for genuine emergency responses and journey times become increased if an appliance from the local fire station is attending a UFAS incident.

The public and other road users are placed at risk of harm from responding fire appliances travelling under blue light conditions, with associated noise and traffic disruption.

Regular unwanted fire alarms are disruptive, leading to the loss of organisational revenue, and can breed staff complacency.

Staff Alarms

The Scottish Fire and Rescue Service are liaising with premises experiencing higher levels of Unwanted Fire Alarm Signals to promote the use of Staff Investigation periods.

By adopting a robust Risk Assessment there is the potential to incorporate a staff investigation period of up to 5 minutes before requiring to contact the Fire Service. Working with a Higher Education establishment in Glasgow has resulted in a 70% reduction in notifications to the Fire Service.

If you require information on reducing false alarms and are considering a Staff Alarm contact the Scottish Fire and Rescue Service:

glacowcaddenscommunitysafety@firescotland.gov.uk

A black and white photograph of an astronaut in a full space suit floating in space. The astronaut is holding a camera in their right hand and a small rectangular object in their left. The background shows the Earth's surface with clouds and a bright light source, possibly the sun, creating a lens flare effect.

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