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# Passion for improved public transport links

Jim McHarg, President  
president@glasgowchamberofcommerce.com

**A**s I write this message, it has been a busy start to 2019 for the Chamber with the Annual General Meeting and The Glasgow Business Awards Sponsors' Lunch bringing January to a close.

It was a pleasure to welcome our new directors into the Chamber fold at the annual meeting and I look forward to their contributions throughout the year. After the annual meeting, I had the privilege of hosting the President's dinner which gave nine of our newly appointed directors the opportunity to network and get to know their fellow directors, the board members, past presidents and the Chamber team.

The dinner is a modest thank you to our council directors for their diligent work, which they undertake for the good of business in the city. It never ceases to amaze me how professional people give up their time to support the Chamber's work in many different ways.

At the dinner, we were privileged to hear from one of our new council directors, Derek Provan, who is the CEO of AGS Group who run Aberdeen, Glasgow and Southampton airports.

Derek gave us all a fascinating insight into the performance, opportunities and challenges facing Glasgow Airport.

In particular, he spoke about the need to balance the requirements of the budget airlines with the aspirations of the larger domestic and long-haul airlines. He also gave us an indication of the massive amount of freight which moves through the airport. Glasgow Airport is the undoubted air freight capital of Scotland and it is here for the long term. What came across loud and clear was the excitement at Glasgow Airport about the arrival of the Airbus A380 plane from Emirates in April, capable of flying over 500 passengers into Scotland. A great deal of

preparation work is being undertaken to allow this massive super jumbo to land and therefore disperse its passengers at the airport.

But Derek also raised another matter which is pertinent to the city and all Chamber members; that is the thorny issue of the public transport link from the airport to the city centre. The increasing congestion and unacceptable journey times on the M8 make this project a no-brainer. Derek asked for the Chamber's continuing support in the bid to make sure that this project is put firmly back on the agenda. As one Chamber director put it: "It has been kicked into the long grass for too long". What was alarming was that UK Government money, which has been set aside for the project, could be withdrawn for other projects unless a decision is made. This could mean the Glasgow region losing out on tens of millions of pounds to build the new transport link.

I was taken by how passionate the Chamber council directors were about this issue. The vision of a rail link between the airport and the city (GARL) was first mooted in 2001; the year in which my daughter was born. As a Chamber, we must stand up for projects like this that enhance the commercial activity of our city, so we must voice our support and emphasise the need for the Glasgow Airport rail access project and for it to be given the green light as soon as possible. The airport has big growth ambitions which in turn will help grow the economic strength of the city and sell Glasgow as the gateway to Scotland. I'm sure you will all agree that we need Transport Scotland and Scotland's Transport Secretary to make sure that this matter is at the top of their respective agendas. Let's hope the project is well underway when my daughter turns 21 years old ... we cannot wait another generation.





# Qualified Recognition in Healthcare Technology Management

**T**he Scottish Qualifications Authority (SQA) is committed to supporting businesses and meeting Scotland's education and training needs. SQA supports organisations across a variety of sectors and industries through a wide provision of industry-recognised qualifications and education services.

Through SQA Customised Awards, organisations can design their own qualifications to meet their business needs.

NHS Greater Glasgow and Clyde (NHS GG&C) has worked with SQA to develop the **Customised Award: Diploma in Healthcare Technology Management** at Scottish Credit and Qualifications Framework (SCQF) level 9. This award recognises the specialist skills within the Medical Physics department of NHS GG&C.

NHS GG&C's Medical Physics department employs engineering graduates who undertake a significant period of work-based learning and study in the specifics of medical equipment management. Upon completion, employees receive a recognition certificate from the Institute of Physics and Engineering in Medicine (IPEM). However, there was a need for a formal qualification which was industry-recognised, certificated and quality assured by an external awarding body.

The development of its own Customised Award gave the Medical Physics department the opportunity to cover particular specialisms that are not currently available within existing qualifications delivered in the higher education sector.

The qualification covers a variety of learning units including:

- medical gases
- foetal monitors
- medical equipment purchasing
- infusion devices.



Laura Metcalfe, Technical Manager at NHS GG&C, outlines how the SQA Customised Award process has been beneficial for its engineers: "Developing a credit rated Customised Award with SQA has allowed us to identify and focus on the essential areas for our practitioners in the management of medical equipment.

"We've also seen increased motivation and positive changes in staff morale, with colleagues working hard to complete their qualification.

"It's important for our practitioners to have the recognition they deserve, and our SQA Customised Award: Diploma in Healthcare Technology Management does just that! Having it credit rated at SCQF level 9 gives national recognition for our employees working in a unique field."

The unique nature of this qualification does not mean that it is limited to NHS GG&C, and it is currently being reviewed to see whether this qualification can be

extended and used by other NHS boards across Scotland.

Kelly Milford, Regional Manager at SQA, has been working with Laura and NHS GG&C every step of the way: "This is a great example of SQA bringing national recognition to a very unique area of vocational learning. Working together with NHS GG&C, we've managed to enhance this training programme with external recognition and certification – demonstrating a real commitment to quality.

**"Our dedicated Business Development team can support a variety of organisations to meet their qualifications needs. We have extensive experience of working with employers in public, private, and third sector to meet their unique requirements."**

**TO FIND OUT MORE ABOUT SQA CUSTOMISED AWARDS VISIT: [www.sqa.org.uk/customisedawards](http://www.sqa.org.uk/customisedawards)**

# A year of making international connections

We are working with different countries to cultivate new business opportunities



The Scottish delegation visited Berlin, Nuremberg and Munich in June 2018

**A**t the beginning of 2018 Glasgow Chamber's Board took the view that, whatever the outcomes from the Brexit negotiations, we should do our best to strengthen trading ties wherever we could. Throughout the year we have worked hard to do just that. Here are some of the highlights which have helped our members go global.

## January

A great start to the year when we joined our colleagues from the Scottish Chambers network at an information exchange session with key representatives from Scottish Development International (SDI). This session created a very strong platform for us all to support future joint working and a commitment to increase the numbers of businesses in Scotland trading internationally.

## February

Building on our existing links with Italy we signed a Memorandum of Understanding (MoU) with the Italian Chamber of Commerce (ICCI) and with the Turin Chamber of Commerce. Senior representatives from the Turin Chamber of Commerce came to Glasgow to sign the partnership and we discussed future joint working and ways of reinforcing the twinning arrangement between the two cities.

## March

Our second trade visit to New York took place on 7 and 8 March. Building on the connections established during the inaugural visit to Manhattan Chamber in November 2016, the visit offered the opportunity for a small delegation of Scottish companies to boost their international trade connections. Led by Richard Muir, Deputy Chief Executive of

Glasgow Chamber, the visit combined bespoke business matching with high profile networking events. The delegation also met with the Deputy Mayor of Manhattan and members of the President's Club on the Eastern Seaboard.

## April

We signed a Memorandum of Understanding with the Chamber of Commerce and Industry of Berlin on 23 April. The deal, the outcome of earlier discussions between the two organisations, is designed to give members mutual access to companies in Scotland and Germany's biggest cities, with the aim of developing trade relationships and maximising business opportunities.

**“Senior representatives from Turin came to Glasgow to sign the partnership”**





## May

We welcomed HM Ambassador to Italy, Jill Morris CMG to the Chamber and discussed the partnerships that we have been building with the British Chamber of Commerce for Italy (BCCI), the ICCI and most recently with the Turin Chamber of Commerce. The Ambassador was very supportive of the work we are doing to strengthen the links between the two countries.

We worked with our colleagues at the British Centres for Business in Dubai to deliver a webinar for Scottish businesses. Joe Hepworth, CEO for British Centres for Business, provided an overview of the market, key trends, top tips, routes to entry and more.



## June

Building on the MoU with the Berlin Chamber which was signed in April and our previous visit to Nuremberg, we worked in partnership with SDI on a multi-sectoral visit to Germany.

During the visit the delegates participated in marketing briefings in Berlin, Munich and Nuremberg, one to one business meetings and networking events. Significant contracts for a number of our members have arisen from the visit.

In June we also worked in partnership with Scottish Enterprise to deliver an event informing our members of the enormous commercial opportunities for Scottish suppliers to win contracts in the delivery of Expo 2020 – Dubai.

## July

We launched one of the most exciting building blocks of our Local Export Partnership – an ExportHub App which keeps businesses informed about all the support, advice, networking and training opportunities that are available through the LEP partners and members on everything relating to international trade.

## August

Glasgow and Berlin co-hosted the inaugural European Championships, a multi-sport event bringing together some of the continent's leading sports, with Berlin hosting the athletics and Glasgow the other five sports. To coincide with the hosting of the European Championships we worked with Glasgow City Council and Local Heroes on Made in Glasgow – an exhibition that brought together a selection of the city's leading designers.

## September

Richard Muir participated in a civic visit to Turin during which the Lord Provost of Glasgow met with the Mayor of Turin to renew the intention for the twin cities to collaborate. The visit also presented an opportunity for the formal signing of the MoU between

Glasgow and Turin Chambers of Commerce.

## October

We attended the British Chambers of Commerce International Trade Summit in London – an excellent opportunity to meet with our colleagues from chambers across the world.

## November

We exhibited alongside five other chambers from across Scotland at the SDI ScotExport event in Glasgow. Attracting around 400 delegates this was a good opportunity to promote the activities of the LEP, our international connections as well as the benefits of membership. We also presented a market awareness session for the SDI-led multi-sector market visit to Milan and Turin which took place in early February 2019.

## December

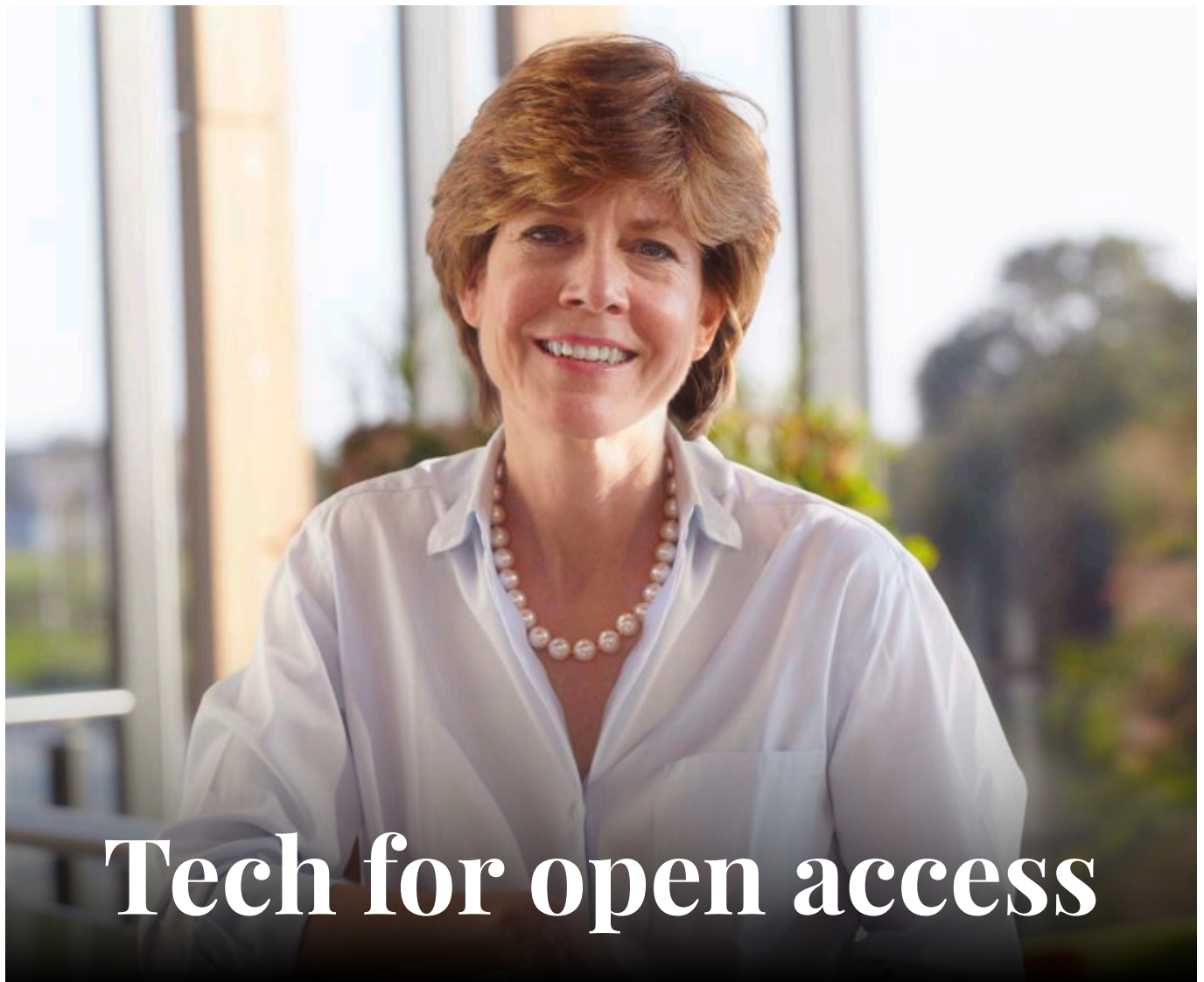
We ended a busy year by launching our Passport to Export workshops – an integral component of our LEP. The series of four short, sharp, interactive workshops will provide information on how to get started on the international stage and will focus on market readiness, finance, legal and logistics. The Passport to Export will run through the first quarter of 2019.

We look forward to an even busier year in 2019 as we continue to build on the existing relationships we have on the global stage for the best benefit our members, Glasgow and the economy of Scotland.

**IF YOU ARE INTERESTED IN FINDING OUT MORE ABOUT OUR INTERNATIONAL TRADE ACTIVITIES, PLEASE CONTACT ELAINE RODGER ON 0141 204 8332 OR EMAIL [ELAINE.RODGER@GLASGOWCHAMBEROFCOMMERCE.COM](mailto:ELAINE.RODGER@GLASGOWCHAMBEROFCOMMERCE.COM)**



**Bonnie Dean OBE**  
Vice Principal, Corporate  
Engagement and Innovation,  
University of Glasgow



# Tech for open access

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

I keep it very simple. I have an iPhone which helps keep me on the move and in touch. The Google Maps app is a lifesaver and an essential tool for navigating between external meetings. I use a MacBook Air which is very light as I travel weekly, but it is also a pleasure to use as it is so intuitive.

**The academic world is known for its engagement with technology – is there any specific technology that you foresee that will make universities smarter in delivering their courses and research?**

Learning and teaching colleagues see augmented reality (AR) and artificial intelligence (AI) as two tools that will significantly enhance the student experience. Among other benefits, AR will bring the physical into the classroom and help students address difficult problems in more depth. AI will enable teaching staff to provide more intensive support to students without having to increase staff numbers. Universities may start using AI in the way the banking sector does. Research colleagues foresee the sector moving to open scholarship via open access publication and open data whereby all

research results are free and free to exploit. The internet and communications technology support more open approaches.

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

My best business intelligence comes from direct contact with others, whether it is face-to-face meetings, networking at events and conferences, or from participation on committees and boards. The *Financial Times* is also an excellent daily source.

**What book should everyone in business be reading?**

Anything by Clayton Christensen, particularly his books on disruptive innovation.

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

I find out as quickly as possible what my contribution needs be to the subject at hand.

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

Persistence pays off!

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## ROYAL TROON GOLF DAY

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# INNOVATION IN CONSTRUCTION

**T**ransformational change in Scotland's construction industry was the theme for the first Glasgow Talks of 2019. The series, supported by Clydesdale Bank and the University of Glasgow's Adam Smith Business School, heard that the perception of the industry had to change to encourage fresh talent into what is a dynamic and exciting place to work.

Steve Petrie, Head of Business Improvement with Balfour Beatty, the major construction company involved in numerous projects across Scotland, including the new Queen Street station project for Network Rail, explained the importance of DfMA, Design for Manufacture and Assembly. Balfour Beatty has around £4bn of projects in the UK and is adopting this to improve its performance and deliver better outcomes.

With a background in the gas industry, Mr Petrie said that safety was vital but that Balfour Beatty wanted to reduce activity onsite by 25% by 2025, while halving the programme time and the costs of projects. This was about creating design-led industrial construction involving groups of people working collaboratively in the process. He said the "spirit of the people is key" and he used the example of working with staff and teachers at a brain-storming



Stuart Patrick, Chief Executive, Glasgow Chamber of Commerce, with Stephen Good, Construction Scotland Innovation Centre (CSIC), and Steve Petrie, Head of Business Improvement, Balfour Beatty

hackathon before the building of Kelvinside Academy as essential for the creation of this new "innovation" school.

He spoke about how being involved in change was a matter for everyone working inside the industry. It was not purely for the managers at the top. At its heart was great design which ensures a culture of zero waste. Here he defined waste as defects or snagging in build, over-production, idle time by employees on building sites, starting work before you are ready, excessive movement of plant, people and inventory. It was about maximising the use of off-site manufacturing through the creation of field and flying factories.

"This means building twice; first

in digital and then in the physical environment," he said.

Earlier, Stephen Good, who runs the Construction Scotland Innovation Centre (CSIC) in Hamilton, spoke about the connection with Scotland's eight Innovation Centres, including the Data Lab and CENSIS, supported by the Scottish Funding Council. Its aim is to champion innovation to deliver transformational change in Scottish construction. He said the industry requires skills that don't exist at the moment. He encouraged construction firms to use CSIC to test out their building innovations before taking them live onto the building site. CSIC has supported over 200 projects to date, with 150 completed.

## GLASGOW TALKS ... BRANDS WITH A SCOTTISH DNA

At the Glasgow Talks in November, a captivated audience heard about the creation of a new kind of soft drink, designed specifically to meet the public's changing expectation on healthy products.

The session, Brands with a Scottish DNA, heard from Martin Steele, Innovation Lead at AG Barr plc, maker of iconic drink IRN-BRU,

while Mark Hogarth, Creative Director at Harris Tweed Hebrides, spoke about how the special Scottish-made fabric has been able to use its distinct heritage to increase its sales.

Both spoke about how innovation, branding and provenance were imperative, but passion was what Glasgow companies must adopt to succeed.



Richard Muir, Deputy Chief Executive, Glasgow Chamber of Commerce with Mark Hogarth, Creative Director, Harris Tweed Hebrides and Martin Steele, Innovation Lead, AG Barr plc

# Does the world recognise Glasgow's economic assets and capabilities?

Stuart Patrick, Chief Executive  
chiefexecutive@glasgowchamberofcommerce.com

**O**ften we are too busy to appreciate that we live and work in an incredible city. Glasgow, for all its irritations and its weather, is a brilliant place. We all know it could be better - and we're working on that - but really it has so much going for it.

Chamber members should now have a copy of Professor Greg Clark's thought-provoking analysis *Towards A Business Story for Glasgow*. If you haven't yet had time, I thoroughly recommend it as a vital piece of reading.

It's important to understand some of the backdrop before we embark on creating a powerful new narrative for the city.

Greg and his Business of Cities team of Tim Moonen, Jake Nunley and Borane Gille, eloquently point out the competition is hotting up. There are now approximately 500 cities with a critical mass of industry and commerce that is globally traded, and nearly 100 cities with similar size, scale and prosperity to Glasgow, many emerging from China, South and East Asia, and Eastern Europe.

Clearly Glasgow has massive advantages over many cities, but the attention space to tell its story is increasingly crowded.

Dr Clark and his team point out that cities have to do more than create a good business climate. "Cities need to foster eco-systems, encourage clustered specialisation, and build a business reputation and brand."

In essence, it means telling our story in a better way. How do we go about this? Firstly, it is about understanding where we are now. The report says Glasgow has re-emerged as a player in the last 30 years after three cycles from 1988 to a present fourth cycle, which is now.

"Glasgow's economy reaches

maturity and starts to develop the ingredients of competitiveness in a new world of cities. More high-profile firms are announcing plans to set up new hubs in the city, spurring office investment, while the dynamism of the consumption economy helps support an enlarged employment base."

The report says Glasgow's science, technology and engineering are starting to emerge more clearly as the digital economy expands and as Glasgow turns its higher education, advanced manufacturing and innovation promise into greater productivity and jobs."

Glasgow is viewed externally by drawing on over 450 comparative reports, such as the Z-Yen Global Financial Centres Index or the INSEAD Global Talent Competitiveness Index. Glasgow features in about 30% of these indices, making it the 72nd most profiled city globally, on a par with much larger cities such as Philadelphia, Johannesburg, Osaka, Bangalore and Taipei. What is encouraging is that since 2015 when Glasgow appeared in only 18% of global benchmarks, the city has overtaken and become more visible than

Rotterdam, St Petersburg, Birmingham and Brisbane.

Glasgow's distinct advantages include a growing population, distinctively high levels of skill, a diversified economy, strong health and medical sciences and a remarkably vigorous financial services sector. Among medium-sized cities, Glasgow ranks 32nd globally for overall performance across all comparative measures, and sits alongside Ottawa, Canberra, Calgary and Cologne.

So, the message is getting out. But it is clear that Glasgow requires a clear and compelling 'business chapter' if it is to close the gap between its actual assets and positive performance, and its visibility and reputation for business.

The task now is to turn Greg and his team's marvellous starting point into a compelling master narrative and a bragging book.

Your thoughts are most welcome.





Neil Amner, Director, Anderson Strathern and Brexit Group Lead and Bruce Farquhar, Chair, Anderson Strathern

## Anderson Strathern retools Brexit offering under Neil Amner

Scottish legal firm Anderson Strathern has retooled its Brexit offering to clients and launched a commercially focused Brexit Group with Director Neil Amner, former President of Glasgow Chamber of Commerce and current board member of Scottish Chambers of Commerce, at its helm.

The law firm was the first in Scotland to launch a dedicated Brexit unit in July 2016 within days of the outcome of the EU referendum.

The refocus of the Brexit Group comes as industry research indicates that the majority of UK SMEs have not yet carried out a Brexit-readiness risk assessment,

including the possibility of a no-deal Brexit.

Neil, who joined the firm as a Director in April 2017 and also chairs the Scottish Chambers of Commerce's Economic Advisory Group, heads the Brexit Group which also includes the firm's Chair, Bruce Farquhar, Managing Partner Murray McCall, and parliamentary and public law specialist Fiona Killen.

The firm has recently experienced a marked increase in Brexit-related advisory services and is advising organisations across the private and public sectors, primarily Scotland's SME sector, on contingency planning and scenario testing following March 2019.

## Catax reflects on a successful 12 months

With 2019 now well underway, Catax is reflecting on a successful 2018.

The specialist tax relief firm helps businesses uncover value through capital allowances, research and development and patent box tax reliefs.

With offices in Manchester, Edinburgh, the Channel Islands and London, the company recently opened a new office in Glasgow.

Its expansion comes as it looks to help Scottish firms which its says are "chronically underserved"

when it comes to realising the value of their innovations.

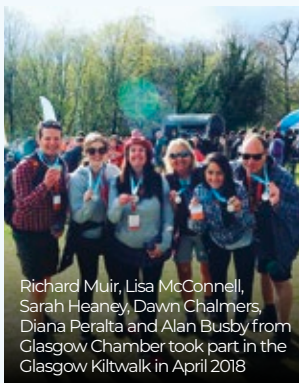
At such an exciting time for innovation in Scotland, Catax is proud to be a part of that journey, having uncovered over £8m for Scottish clients, allowing them to invest back into businesses and communities.

Catax uncovered more than £200,000 in tax relief for one Scottish client, who was then able to use the tax relief uncovered to fund future research and development.



Catax's Glasgow team

## Kiltwalk scores £5m for Scottish charities in 2018



Richard Muir, Lisa McConnell, Sarah Heaney, Dawn Chalmers, Diana Peralta and Alan Busby from Glasgow Chamber took part in the Glasgow Kiltwalk in April 2018

Those who took part in Royal Bank of Scotland's Kiltwalks raised a record-breaking £5m for Scottish charities in 2018.

With more than 20,000 walkers taking part across all four events, a huge 42% increase on 2017's 14,000 walkers, 2018 was the biggest Kiltwalk ever.

Walkers raised an incredible £3.6m for 1,156 amazing charities, with a

further 40%, £1.4m, added by Sir Tom Hunter and The Hunter Foundation.

Royal Bank of Scotland Kiltwalk events in 2019 will take place on 28 April in Glasgow, 2 June in Aberdeen, 18 August in Dundee and 15 September in Edinburgh.

Platinum sponsor Arnold Clark has joined Sir Tom in repeating a generous fundraising pledge. One

lucky walker from each event will win a brand new Kia Rio car, plus any event attracting more than 5,000 walkers will double the chance with two cars being given away.

**FOR MORE INFORMATION ABOUT THE KILTWALK, OR TO REGISTER, VISIT [WWW.THEKILTWALK.CO.UK](http://WWW.THEKILTWALK.CO.UK)**

## MEMBER NEWS

## Workflo Solutions celebrates Business Excellence Award win

A Scottish supplier of network and print technology has been crowned winner of the Business Growth and Innovation Award at the Business Excellence Awards, hosted by West Lothian Chamber of Commerce.

Workflo Solutions, which has offices in Glasgow and Livingston, fought off stiff competition to triumph in the category, which recognises outstanding growth and the development of new and innovative solutions.

The win comes after the company last year



Workflo Solutions has been crowned winner of the Business Growth and Innovation Award at the Business Excellence Awards

celebrated passing the £1m net profit mark during its last financial year, while reporting revenue of £2.67m, up from

£1.9m in 2016.

Last year, Workflo announced intentions to increase its focus further into the delivery of full-time

serviced IT support and cloud computing.

Six additional new members of staff have been recruited over the last year, across administration, field service, IT and both internal and external account management, reflecting high client demand.

Workflo Solutions has received a number of additional major accolades, including making the shortlist across two categories in the Edinburgh Chamber of Commerce Business Awards and being recognised as Dealer of the Decade for Konica Minolta's Develop brand.

## UK LAW FIRM WEIGHTMANS MARKS FIFTH ANNIVERSARY OF SCOTTISH PRESENCE

2018 was a year of growth for UK law firm Weightmans as it marked five years in Glasgow, with the team growing almost sevenfold and turnover in Scotland increasing more than 300%.

The firm has also raised thousands of pounds for charities such as the Beatson and Finding Your Feet.

Claire Thornber joined the firm as partner with a broad experience of commercial and property litigation. Nicola Connella was appointed as commercial partner. She has extensive commercial contract and negotiation experience in

a range of sectors. Claire McCracken is a corporate lawyer, recommended in the Legal 500 for her work advising on all aspects of corporate and commercial law, commercial agreements and sports law matters. The firm also welcomed Louise Welsh, Jonathan Giblin and Carolyn Bowie and Carolyn Ross qualified with the firm.

The company has achieved a great deal in the last five years and is enjoying a period of exceptional growth; fostering new and exciting client relationships as it continues to develop its Scottish practice.



Claire Thornber, Nicola Connella and Claire McCracken, Weightmans



Little's has taken delivery of a number of new Mercedes plug-in cars

## Chauffeur drive firm invests in green future

Award-winning chauffeur drive company Little's has boosted its significant eco-fleet after taking delivery of a number of new Mercedes plug-in cars.

Little's, established in Glasgow in 1966 and now operating worldwide, has always been committed to the sustainable future of the business and this investment means that more than 40% of its fleet is now made up of hybrid vehicles.

The new additions will take the family-run business a step closer to its goal of having an all-

hybrid fleet by 2022.

The Mercedes E Class Plug-in Hybrid can drive 14 miles on battery alone and the model's E-Mode allows the car to be driven by the electric motor only; ideal for inner city areas as well as low emission zones.

As the company continues to reinvest in its growing fleet, the conscious decision to go hybrid has been backed by Little's corporate clients who are looking to work with businesses committed to reducing their carbon footprint.



Representatives from the ten new tenant companies in front of Red Tree Magenta

## Clyde Gateway welcomes ten new tenants to Red Tree Magenta

Clyde Gateway has welcomed ten new tenant companies to the area, as they move into their modern new premises at the newly-opened Grade A Red Tree Magenta office building.

The £9m, 40,000 sq ft Red Tree Magenta building has been delivered by Clyde Gateway Development Limited at Magenta, a new 27-acre urban business park situated next to the River Clyde and M74 motorway network.

The influx of new occupants means that Red Tree Magenta is now

82% let, less than a month after opening its doors.

The ten small and growing companies will bring 38 new jobs to the area and join the building's two larger tenants, property management company Speirs Gumley and BRE Scotland.

Like the two larger tenants, many of the new occupants are in the property sector: Calma Group, IDAco, I-Watchers, Beinn Group and a local architectural practice. They are joined by Inspire Scotland, Spotlight Direct, Raven Controls, Best Consultancy and Evolve Accountancy.

## Glasgow's Makar Cherry Gin named UK's Best Flavoured Gin

Glasgow-born Makar Cherry Gin has been named the 'UK's Best Flavoured Gin' at the prestigious World Gin Awards.

The World Gin Awards, part of the World Drinks Awards, celebrates the very best in all internationally recognised styles of gin. They then reward and promote the world's best gins to consumers and trade across the globe. The competition, which attracted over 4000 gin entries, consists of a rigorous three-step process of judging by expert industry judges.

Glasgow Distillery's Makar Cherry Gin was awarded the title of 'UK's Best Flavoured Gin' and will now be a finalist in the World's Best Flavoured Gin category.

Makar Cherry Gin has been created by infusing ripe, seasonal fresh



Makar Cherry Gin has been named the 'UK's Best Flavoured Gin' at the World Gin Awards

cherries and a sprinkling of pink peppercorn in Makar's Original Dry Gin, before being pressed to release maximum flavour.

Makar Oak Aged Gin was also awarded the Bronze Medal in the UK's Matured Gin category.

## VISITORS POURING IN TO THE TENNENT'S STORY

The Tennent's Story, the new seven-figure visitor centre at Wellpark Brewery has reported a record-breaking rise in footfall since it opened at the end of November 2018.

Building on the existing brewery tour, the opening of the centre saw Wellpark have its busiest ever month in December. Visitor numbers were up 70% year-on-year for the month, and 30% up on November, which included the opening week of the new visitor centre.

The investment has seen two new staff members join the team to deliver one of the best-loved tourist experiences in Glasgow. In the short period since opening, Wellpark Brewery has jumped up three places to seventh, in the top ranked things to do in Glasgow on TripAdvisor with a host of five-star reviews flooding in.

With the opening of the centre, further personal links with the city and local community are coming to the fore, with many visitors



The Tennent's Story has reported record numbers since its opening in November 2018

bringing in examples of their own connections to Tennent's. Photographs, work certificates and contracts of former employees are just some

of the artefacts donated, which will now be stored in the Tennent's archive; potentially to be displayed in future exhibitions.

## PARTNER NEWS



## Dippy awaits his Scottish audience at Kelvingrove Museum

Diplodocus carnegii is named after Andrew Carnegie, the Scottish-American steel magnate and philanthropist who financed its excavation in Wyoming, USA, in 1899

Dippy, the Natural History Museum London's famous diplodocus, is ready to meet Scottish visitors at Kelvingrove Art Gallery and Museum in Glasgow. The eagerly awaited Dippy on Tour: A Natural History Adventure is now open and will run until 6 May 2019.

After delighting over 130,000 people at Ulster Museum Belfast, the splendid 292 bone structure, now replete as an impressive 21.3 meter long diplodocus cast, greets guests entering the Centre Hall at Kelvingrove Museum. Dippy's visit

to Glasgow is the only Scottish stop on an eight city UK wide tour.

It took a team of four technicians and two conservators from the Natural History Museum London five days to piece the giant jigsaw together at Kelvingrove Museum, where, for the first time, visitors could watch the transformation take place from the balcony.

Dippy on Tour is on a mission to inspire five million natural history adventures and encourage families to explore nature on their doorstep.

## Osborne+Co buys Glasgow landmark

Osborne+Co has added to its growing Glasgow portfolio with the acquisition of a prominent city centre landmark, the former City of Glasgow College buildings, known as Met Tower, which became an icon for the city during the Commonwealth Games featuring the familiar 'People Make Glasgow' brand.

Osborne+Co and joint venture partners, Scotsbridge Holdings, have acquired the buildings at 60 North Hanover Street from City of Glasgow College, now established in a new twin site super campus – City Campus on Cathedral Street and Riverside Campus overlooking the banks of the River Clyde.

Osborne plans to extensively refurbish the current B-listed tower to deliver flexible Grade A office space together with



Osborne+Co has acquired the former City of Glasgow College buildings, known as Met Tower

served apartments on Cathedral Street.

Osborne+Co has appointed Glasgow-based architect Cooper Cromar, alongside planning consultants Savills to advance the refurbishment project. A Proposal of Application Notice (PAN) has been submitted to Glasgow City Council for the proposed mixed-use development.

The development is expected to generate hundreds of jobs for the construction industry and, once complete, accommodate up to 1,200 employees.

## Cardiac arrest defibrillators installed in 15 iconic Glasgow Taxis

Glasgow Taxis Ltd has introduced 15 defibrillators to vehicles operating on the city's streets around the clock in a trial which is a first for Scotland.

The new initiative has seen 15 drivers trained on the use of the electronic devices to help them deal with any incidents of cardiac arrest in or near to their cabs, as well as increasing the number available and accessible for public use.

The company is working in partnership with Defib Machines, which includes Mercedes-Benz, Britvic and DHL among its customers, and says it will roll out more defibrillators to further vehicles should the initiative prove a success.



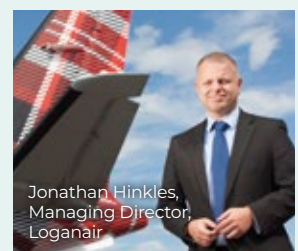
Glasgow Taxis Ltd has been providing a range of training including first aid in recent years and has committed to continuing this in 2019 to support all its drivers including those 15 now with defibrillators in vehicles.

## Loganair expands into Europe with Glasgow to Düsseldorf route launch

Loganair, Scotland's Airline, is adding Germany to its destination map for the first time, as the airline announces the commencement of daily flights from 31 March to Düsseldorf using its newly-acquired Embraer 145 Regional Jet aircraft.

Loganair – recently awarded the prestigious European Regional Airline of the Year award – is stepping in to protect the route, which supports important cultural and business links between the west of Scotland and the North Rhine – Westphalia region of Germany.

With incoming visitors from Germany proving increasingly important



to the west of Scotland, Loganair's decision to secure the route's future ahead of the busy Easter and summer visitor seasons has been warmly welcomed by the tourism industry. Business and trading links between the regions – across a wide range of sectors including aerospace, food & drink, telecoms and the energy industry – will similarly be safeguarded by Loganair's move.

# GBAs winners

Three successful Glasgow organisations which picked up awards at The Glasgow Business Awards 2018, sponsored by Royal Bank of Scotland, have kicked off the year in grand style

## Premiership Experience

Sports tour operator, Premiership Experience, run by founder Kieran Coyle, is pressing on with its impressive international expansion, especially in the United States and China.

"I've just returned from Chicago where we attended the United Soccer Conference, where upwards of 15,000 coaches and officials heard about what we do. We've been working hard to bring many of them over to Europe to enjoy our elite level experiences."

Kieran won the Young Business Person of the Year Award, sponsored by City of Glasgow College while the company won the Best Performing Small-Medium Business Award, sponsored by Beam Digital and Design. He said that Pineapple dance studios, which has a collaboration with Premiership Experience, has been touring Scotland to nearly 70 schools with a team of professional dancers.

"The response has been amazing. Seeing young people being given the experience of dancing and learning with the top in their field is unbelievable."

Premiership Experience has been continuing its work in China, expanding its footprint, and also building partnerships in Australia. He is anticipating a busy spring leading up to the main Summer sporting occasions.

## Prince & Princess of Wales Hospice

The fundraising team at the Prince & Princess of Wales Hospice, which picked up the award for Excellence in Communications, sponsored by Connect, is not resting on its laurels. The small team has the Sportsman's Dinner

and the Kiltwalk firmly in its sights.

The dinner has been going for 22 years and this year Gillette Soccer Saturday presenter Jeff Stelling is the host at the Hilton Glasgow on Thursday 25 April 2019.

The Kiltwalk 2019, which is raising funds for the hospice, is in Glasgow on Sunday 28 April. The Mighty Stride is 23 miles, the Big Stroll is 15 miles and the Wee Wander is six miles. There are also Kiltwalk events taking place in Aberdeen on 2 June, Dundee on 18 August and Edinburgh on 15 September.

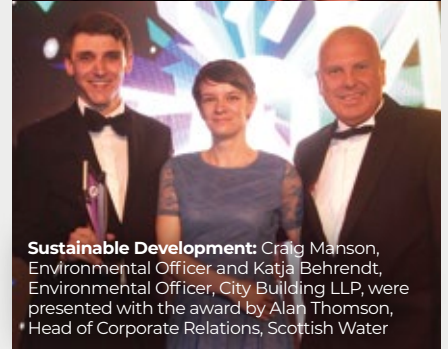
The hospice, which launched its appeal in 2012 to find the money to create a new hospice on land gifted by Glasgow City Council in Bellahouston Park, managed to raise £21 million.

## City Building LLP

City Building LLP is no stranger to The Glasgow Business Awards. It is a construction company delivering excellence in construction, repairs and maintenance, and employs more than 2,200 people, including nearly 250 apprentices. Since winning their awards, Michael Matheson, MSP, Cabinet Secretary for Transport, Infrastructure and Connectivity visited City Building LLP to congratulate apprentices on their



**Young Businessperson of the Year:** Kieran Coyle, Founder and Owner, Premiership Experience, was presented with his award by Roy Gardner, Vice Principal, Corporate Development & Innovation, City of Glasgow College



**Sustainable Development:** Craig Manson, Environmental Officer and Katja Behrendt, Environmental Officer, City Building LLP, were presented with the award by Alan Thomson, Head of Corporate Relations, Scottish Water

achievements. Along with Cllr Allan Casey, the Minister heard first-hand of the excellent opportunities available for young talent to grow.

City Building LLP were double award winners at The Glasgow Business Awards, winning the Healthy and Active Workplace Award, sponsored by Sustrans Scotland, which recognised a culture which promoted an active and healthy workplace and the impact of employee engagement. Its second win in the Sustainable Development category, sponsored by Scottish Water, recognised the innovative sustainable business activities, measuring its impacts and City Building LLP's positive business ethos.

THE GLASGOW  
BUSINESS AWARDS 2018

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of Scotland



**Healthy and Active Workplace:** Marianne Clarke, Apprentice Training Officer and Craig Manson, Environmental Officer, City Building LLP, were presented with the award by Lynn Stocks, Head of Project Delivery, Behaviour Change, Sustrans Scotland

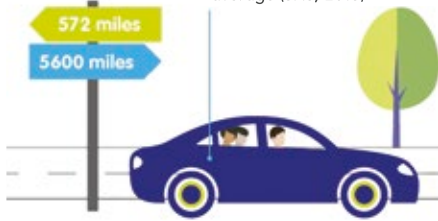
**Best Performing Small-Medium Business:** Kieran Coyle, Founder and Owner, Premiership Experience, was presented with the award by Rob Booth, Director – Digital, Beam Digital and Design

**Excellence in Communications:** Jackie Malloy, Senior Fundraiser and Frances Kerr, HR Adviser, The Prince and Princess of Wales Hospice, were presented with the award by Alan Ramsay, Managing Director, Connect

#### DECREASING MILES DRIVEN IN CARS

Car club members drive **572** miles less a year (on average per household after joining a car club)

The average miles driven by a member in both car club and private cars is **5,600** miles lower a year than the national average (SHS, 2015)



#### SHARING NEW, FUEL EFFICIENT CARS

There are **14,200** car club members in Scotland

Sharing **411** new, fuel-efficient cars



#### SUPPORTING SUSTAINABLE TRAVEL CHOICES

**32%** of members decreased their use of a private car after joining

**14%** of members have cycled more since joining



## Shared transport: the way forward

How do you travel for work? Whether it's getting stuck in traffic, boring and lonely drives to the office or travel to meetings, none of it is particularly enjoyable. However there are lots of shared transport options out there and at CoMoUK our aim is to find the one that fits.

The question that is most likely on your lips is 'what is shared transport?' At its most simple you either share the journey or share the mode of transport. This can mean ride sharing, car clubs or bike sharing. For many the idea of car sharing would bring to mind Peter Kay's TV show of the same name. It was hilarious but not always an ideal commute. However we can tell you that this isn't the whole picture of shared transport.

Car clubs are pay-as-you-drive hire schemes allowing members to book a variety of cars online for the time that they need from an hour to a day, and paying only for the hire time and the distance driven. Bike share is very similar to a car club. It provides users access to bikes when they need them, for the time they need. On the other hand ride share is something many people are familiar with; it allows you to journey, whether it is a commute to work or a longer distant trip, to the same destination with others.

Shared transport offers businesses the opportunity to support their staff, the environment and the local community but

the other great thing about shared transport is that it can save organisations money. In the UK businesses spend millions of pounds on grey fleets for staff travel. Swapping to utilising a car club rather than a grey fleet can greatly reduce this burden. Car clubs are already in most cities in Scotland which means, as a business, you could utilise existing car clubs. There is also the option of having a car club set-up in specific office locations. If you used car clubs in tandem with the bike share option you can further reduce the costs of vehicle usage.

Studies have shown that sitting in traffic alone during a commute increases stress levels and often feels like time is being wasted. If you have to make a journey by car, then sharing it can make it a more enjoyable experience and help alleviate stress. Companies like Lift Share can help set-up a bespoke car share for your organisation. This can lead to happier and more productive staff who aren't stressed when they arrive at the office.

Travelling to meetings, either in the same city or across Scotland, is a necessity for

most business. Having a car club or bike share in place means that staff don't have to bring their own car to work to go to meetings but can utilise shared transport options. For those shorter journeys bike share schemes are great. Cycling is great for physical and mental health and is a great way to travel for those shorter journeys and leaves you in a positive frame of mind for meetings.

We all know that the environment needs TLC. Any of these shared transport methods can help the environment; they can reduce the number of private cars on the road, promote the use of more environmentally friendly cars through car clubs and promote a healthy active lifestyle through cycling.

By helping to support schemes such as car clubs and bike share businesses can benefit the local community. Allowing local residents' access to your businesses car club can help reduce the need for local residents to own more than one car and can also allow those who do not own a car to undertake journeys that can't be done by other modes. The same can be done with a bike share scheme, giving local people access to the bikes and encouraging them to participate in active travel.

Here at CoMoUK we want to help you make shared transport work for your organisation and your staff. It is as easy as dropping us an email or giving us a call. We have several specialists who are ready to help you in your journey to shared transport.

[scotland@comouk.org.uk](mailto:scotland@comouk.org.uk)



Studies have shown that sitting in traffic alone during a commute increases stress levels and often feels like time is being wasted.



# Meet some of our ICAs winners

## Sticky Heelz

Sticky Heelz Founder Laura Birrell had a very busy and exciting year in 2018 – and her success story looks certain to continue in 2019.

"We were delighted to have won the Innovation in Business Award at the Inspiring City Awards. We beat off some tough competition to win this award. It is great to think that our simple product that helps improve the fit and comfort of shoes could win such an accolade," she said.

Since winning the Inspiring City Award, she went on to be honoured as Entrepreneur of the Year 2018 in the Scottish Women's Awards in Glasgow. Her non-slip heels also featured in the Inside Soap Awards goodie bag, which was attended by some of the top television soap celebrities.

## Tennent's Training Academy & UTD Sport

Tennent's Training Academy & UTD

Sport, the Glasgow multi-sports organisation, won the Industry & Young People Innovation Award. The dedicated training academy beside the Wellpark Brewery in Duke Street, offering learning new skills with cookery classes, hospitality trade courses and inspirational teaching in a unique environment, has caught the imagination, while UTD Sport provides over 300 classes per week to encourage young people into sport.

Industry experts, including a team of professional tutors and The Cook School's award-winning Scottish chef, deliver over 40 Tennent's courses, designed to suit beginners as well as those more experienced in the hospitality trade.

## Allied Vehicles

Allied Vehicles won the Best Corporate Social Responsibility Award at the event held at the Glasgow Marriott Hotel. The specialist vehicle

builder fought off stiff competition and Susan Aitken, Leader of Glasgow City Council, paid tribute saying: "There are some truly remarkable individuals, businesses, charities and organisations that are working tirelessly, every day, to improve the lives of our people and the reputation of our great city. Allied Vehicles is one of those businesses."

After the Inspiring City Awards, Allied Vehicles celebrated a double victory at the Scottish Motor Trade Association Annual Awards 2018. Allied Vehicles was handed a Community Activity Recognition Award for the work it undertakes in the community, while Allied Chairman and Founder, Gerry Facenna was presented with a Special Recognition Award. Gerry's award recognised his support for local and national charities, as well as being a major employer in the Scottish automotive sector for over 25 years.

Tennent's Training Academy & UTD Sports was presented with the Industry & Young People Innovation Award by Leona Seaton, Programme Director, Developing the Young Workforce Glasgow

Sticky Heelz was presented with the Innovation in Business Award by James Haworth, Theatre Director, The King's Theatre & Theatre Royal

Allied Vehicles was presented with the Best Corporate Social Responsibility Award by Professor John Lennon, Dean, Glasgow School for Business and Society, Glasgow Caledonian University

INSPIRING CITY  
AWARDS 2018  
PEOPLE  
MAKE  
GLASGOW  
GLASGOW CHAMBER OF COMMERCE  
The Herald



# Getting inspired by innovative organisations

It's not sufficient to do things better, we need to do better things. Building on the success of Circular Glasgow's Showcase event, the Circular Glasgow Get Inspired event in November was designed to give over 85 Glasgow businesses the opportunity to meet a range of innovative organisations who shared their own highs and lows of embracing the circular economy.

The event, which took place at Argyle Street Arches, was hosted by visionary Mark Shayler. Having worked with a wide range of organisations, from the world's largest FMCGs and tech organisations to tiny bespoke manufactures, Mark's passion for the circular economy is undeniable; he sees it as the single biggest driver for innovation.

Mark said: "I love Glasgow's beautiful combination of innovation, grittiness, realism and aspiration. I've seen all those things with the businesses today, along with a real determination to re-imagine a future for the city. What particularly shone through from this event, was an acute awareness that partnership works. Today we saw how Glasgow Chamber of Commerce, Zero Waste Scotland, private organisations and the local authority can effectively work together to amplify what they're doing."

The event gave attendees the chance to hear from five cross-sectoral businesses, all of which have successfully challenged the "take-make-dispose" culture, creating economic business models fit for the future. Participants showcasing their circular strategies included the Scottish Event Campus (SEC), Renewable Parts, St. Enoch Centre, Sofa for Life and Fishers Services Ltd.

Anne Ledgerwood, General Manager of St. Enoch Centre said: "I was really impressed with the energy in the room and

the abundance of creative ideas. Participating in the Cafe Conversation session, I came ready to tell people all about what we were doing at St. Enoch Centre but actually ended up leaving with at least four or five new ideas which we'll explore implementing over the coming months."

Delegates also had the opportunity to hear how the circular economy can play a role in doing good from Rachael Bewes, founder of ALICAS. As consumers demand increasing social and environmental responsibility from retail industry, ALICAS gifts bespoke parcels of unsold fashion to women who find themselves in clothing crisis.

Rachael said: "I started researching services providing new clothes to people in clothing crisis and found that there weren't any. I also wanted to know what happens to surplus fashion. I discovered we landfill and incinerate almost half of all new clothes."

Beautifully packaged and complete with a hand-written note of support and solidarity, ALICAS parcels are gifts, not hand-outs, and as such are designed to help survivors of abusive relationships retain their dignity, identity and confidence. Each wardrobe is suited to size, style, and religious or cultural needs.

**Circular Glasgow Get Inspired highlighted and inspired others to effectively adopt and implement circular business models, shifting towards more sustainable forms of economic growth and value creation. To find out more and learn how you can get involved, visit: [www.circularglasgow.com](http://www.circularglasgow.com)**



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# Scotland's Biggest Parents' Evening

Businesses across Glasgow made Wednesday 6 March a red-letter day to help parents and carers learn more about apprenticeships for Scotland's young people

**S**cotland's Biggest Parents' Evening was a nationwide initiative from Developing the Young Workforce (DYW), Skills Development Scotland and the Scottish Government, to actively encourage more young people to choose an apprenticeship when they leave school.

The event was part of Scottish Apprenticeship Week 2019, the annual campaign highlighting the value that apprenticeships and work-based learning brings to individuals, employers and the Scottish economy.

Across Glasgow, DYW Glasgow took the lead in supporting this event and prepared a tool-kit for companies and organisations seeking to become involved. DYW Glasgow has been urging companies to help parents and carers to find out more about the skills and qualifications needed to secure a bright future in the work place.

Businesses were encouraged to create their own in-house events and then tell the wider public through social media what they have been doing. Parents learned more about the three types of apprenticeship in Scotland: Foundation Apprenticeships; Modern Apprenticeships and Graduate Apprenticeships. There are more than 37,000 young Scots working, learning and earning money as Modern Apprentices today, with over 27,000 starting in the last year.

Leona Seaton, Programme Director, DYW Glasgow, said: "This is a national event which we were delighted to support. DYW Glasgow encouraged all businesses to take part in Scotland's

Biggest Parents' Evening. We prepared a tool-kit for use on the day and we utilised social media to keep everyone informed about all of the activities in companies across Glasgow. We wanted to hear about all the great stories."

**More and more young people are choosing apprenticeships as a path to a rewarding career"**

James Russell, Skills Development Scotland's Director of Operations for Career Information, Advice and Guidance, said: "More and more young people are choosing apprenticeships as a path to a rewarding career. And more and more employers are turning to apprenticeships to provide skills for the future.

"This is why Skills Development Scotland worked with DYW to launch Scotland's Biggest Parents' Evening as part of Scottish Apprenticeship Week.

The aim was for parents across Scotland to better understand the options work-based learning can provide and the growing opportunities that exist across Foundation, Modern and Graduate Apprenticeships."

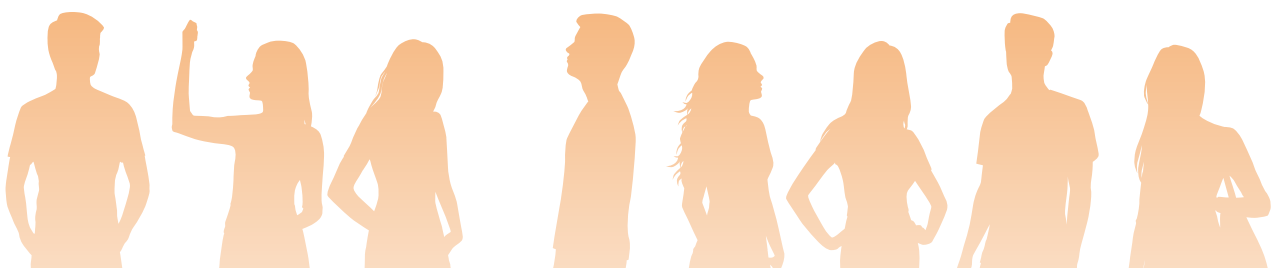
The theme for Scottish Apprenticeship Week 2019 was 'Skills for the Future', recognising the importance of investing in the workforce. Co-ordinated by Skills Development Scotland, the campaign aimed to encourage more employers to take on apprentices. It also celebrated the achievements of individual apprentices and all those who have contributed to their success.

Director of National Training Programmes Katie Hutton said: "Scottish Apprenticeships are increasingly becoming a vital means for industry to shape its workforce. More and more individuals are recognising the benefits of work-based learning, with opportunities to gain skills in careers for the future.

This year's #ScotAppWeek also encouraged people, including current and past apprentices, to show their gratitude for individuals who have made a difference to their careers.

**#BigParentsEve**  
**#ScotAppWeek**

**SCOTLAND'S  
BIGGEST  
PARENTS' EVENING**



# GLASGOW CHAMBER MEMBERSHIP

**G**lasgow Chamber of Commerce has always been a mirror of its times; its membership a reflection of the era in which it has worked and operated. While the aims and ethos of the Chamber have remained much the same, there is always a changing kaleidoscope of commercial activity.

Today, Glasgow is a metropolitan region of ideas, design, innovation and creativity. It is a place that welcomes visitors, sharing its hospitality and friendliness with outsiders. And so the membership reflects a multitude of organisations, including the not-for-profit and the charity sector.

Yet looking back at the Chamber's illustrious history, it was once the city merchantmen, traders, manufacturers and the professional classes of banker, lawyer and accountant who were the prime movers of the Chamber.

While individuals have passed through the doors as influencers, many organisations have been supporters of the Chamber's work for a long time. For example, one of the longest serving members has been the Clydesdale Bank, a neighbour of the Chamber, set up in 1838. Its early annual meetings for shareholders were in the Tontine Hotel, the bank's head office, and then

Merchants' Hall before building its own premises.

Throughout this, its senior figures have served on various Chamber boards and as directors of Glasgow Chamber of Commerce and Manufacturers, and there is a continuing membership that stretches back nearly 100 years. The bank's reason for membership was clear: its senior figures

got to know personally the commercial people and manufacturing entrepreneurs in the city and could lend them money for the city's growing commerce.

In recent times, the likes of Clydesdale general managers and directors Alex Macmillan, Arthur Cole-Hamilton and Sir Robert Fairbairn, who joined the Chamber in 1958, and became Deputy President, have all played their part.

Today the Clydesdale Bank still plays a prominent role and is co-sponsor of the Glasgow Talks series, alongside another longstanding member,

University of Glasgow (Adam Smith Business School).

While Clydesdale Bank has been a distinctly Glasgow financial institution, Royal Bank of Scotland and Bank of Scotland, both headquartered in Edinburgh, have been prominent members for similar reasons. Royal Bank of Scotland was the main sponsor of the Chamber's

**“I got to know  
about both the  
Chamber’s  
work and the businesses  
that were making their  
mark in the city and  
beyond”**



showcase event, The Glasgow Business Awards in 2017 and 2018, while Jim McIntyre, its Regional Director, is Chair of the Chamber's new Business and Innovation Policy Forum.

Stuart Yuill, who has been a Chamber Council Director for ten years, first became involved with the Chamber over 20 years ago as Bank of Scotland's Area Director and then through the bank's sponsorship of The Glasgow Business Awards for a number of years.

"We sponsored The Glasgow Business Awards and did so for a long time. In this role, I was a judge of a number of categories. This was very interesting and I got to know about both the Chamber's work and the businesses that were making their mark in the city and beyond."

#### **So how would he view the value of being a member?**

"There are a number of reasons for businesses to become involved. It is like anything else in life, you get out what you put in. You can't just sit back and expect things to come to you. You have to get engaged with the debate and the opportunities. By doing so, and it might not be apparent immediately, being engaged will bring opportunity."

Stuart Yuill understands it can be a lonely place running a business, and at the Chamber there are like-minded people who can share some of the burden of leadership.

#### **How has the perception of the Chamber changed over this time?**

"To be fair to the Chamber, it might have had an external image of being a bit stuffy, but it has never been stuffy in the board room. And the events I've attended have all been exceptionally well-run, fun and informative."

He agrees the Chamber has made a big effort over the last ten years to make itself more relaxed and more engaged with a wider business community across a range of sectors.

Twenty years ago, there was a perception that

members had to be in professional firms to be Chamber members, that has been swept away. Today's member can range from a small tech start-up to a major whisky manufacturer.

"In my view, the Chamber has been pretty successful in engaging the new kinds of business that are now making Glasgow tick."

This included the not-for-profit sector and the charities who have all become an integral part of the Chamber family. Stuart Yuill moved on from the bank and works with DSL Business Finance, a not-for-profit organisation, based in Govan, which provides loans to small and medium sized business. He had been a panel member of DSL on their credit committee and, when he left the bank, it was a natural step to join the board.

"I get what it stands for. I like what it does and it serves a segment of the market that is often under-resourced and served. Its values make sense to me," he said.

Stuart also provides updates to the Chamber's Policy Forum on employment and skills which is about developing the young workforce. He is clear that the Chamber's involvement in explaining the changing world of work to educators and to pupils is an important task for the Chamber.

"We need to help develop Glasgow's emerging work force, so they have the right set of skills for life and for work in business. There are no longer jobs for life, so we need to teach adaptability and resilience. It is also about making it OK not to go to university, despite the huge focus on sending over 50% of our youngsters to university. It is not necessary and it's not apt for the workforce of the future. We need to be helping with modern apprenticeship schemes and the like," he said.

The Chamber runs over 100 events a year, giving access to a number of different styles of information and inspiration.

"It's a pick and mix. You pick what you want to go to and what's relevant for your business."

**“It is like anything else in life, you get out what you put in”**





# POLICY FORUMS

Five forums to strengthen our support for member businesses while continuing to champion economic success across Glasgow

**G**lasgow Chamber of Commerce remains determined to support its members and champion the Glasgow city region. In refining and evolving our approach to prioritising policy and campaign activity, the Chamber Council of Directors, who help the full-time executive team with the strategic direction of the Chamber, recommended the establishment of five new policy forums steered by members and member businesses.

Stuart Patrick, the Chamber's Chief

Executive, said: "The policy forums are an exciting addition to our policy and campaign activity. At their core, they are about working to help deliver on the Chamber's mission to support member businesses and champion the economic success of the city region. We're really pleased to get these five policy forums up and running. I'd like to thank the chairs and those who have agreed to sit on the forums for their work.

"Furthermore, I would really like to see all Chamber members, from whatever

business they operate in Glasgow, to appreciate that these forums exist, for them to become involved where appropriate and to raise their concerns, issues and ideas."

Membership of the policy forums is available to Chamber members, Silver Partner level and above.

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**IF YOU WOULD LIKE TO FIND OUT MORE OR BECOME INVOLVED, PLEASE CONTACT [POLICY@GLASGOWCHAMBEROFCOMMERCE.COM](mailto:POLICY@GLASGOWCHAMBEROFCOMMERCE.COM)**



## PLACE

The Place Forum is chaired by Alan Thomson, Head of Corporate Relations, Scottish Water.

### Remit:

- To cover all issues affecting the physical infrastructure environment including property, transport, digital, energy, water, waste and public realm.
- To identify and promote initiatives that position Glasgow for future growth.



## BUSINESS AND INNOVATION

The Business and Innovation Forum chair is Jim McIntyre, Regional Director (West of Scotland), Royal Bank of Scotland.

### Remit:

- General issues affecting the expansion of the city's business base through entrepreneurial activity and business formation, the attraction of investment, the growth of existing businesses, the levels of innovation including research investment, circular economy, Glasgow City of Science & Innovation, and innovation districts.
- Maintaining a watch over the link to the city's sector work streams.



## GLASGOW EMPLOYMENT AND SKILLS BOARD

The Glasgow Employment and Skills Board is an expansion of the Glasgow Employer Board chaired by Craig Martin, Head of Human Resources, Glasgow Airport, and co-chaired by Alison McRae, Senior Director, Glasgow Chamber of Commerce. Stuart Yuill, Interim Executive Director, DSL Business Finance, will provide updates to the Council of Directors on behalf of the forum.

### Remit:

- To cover the existing remit of the Glasgow Employer Board which includes oversight of Developing the Young Workforce Glasgow and wider labour market issues, such as skills shortages and the migration of key workers.



## BREXIT WATCH

The Brexit Forum is chaired by Katy Wedderburn, Partner, MacRoberts.

### Remit:

- To guide the Chamber in its position as the Brexit negotiations evolve.
- Monitor Scottish constitutional sentiment.



## INTERNATIONAL TRADE AND TOURISM

The International Trade and Tourism Forum is chaired by Stuart Cruikshank, Manager – Small Business, Clydesdale Bank.

### Remit

- To support the Chamber in growing its international trade links and exploring all issues affecting members' exporting activity.
- Attraction and economic impact of major events and conferences.
- Support the city's tourism targets to increase visitor numbers.

It is time for the Scottish Government to sharpen its focus in improving travel within Scotland – starting with Glasgow – said Professor David Begg, the Chair of Glasgow's Connectivity Commission.

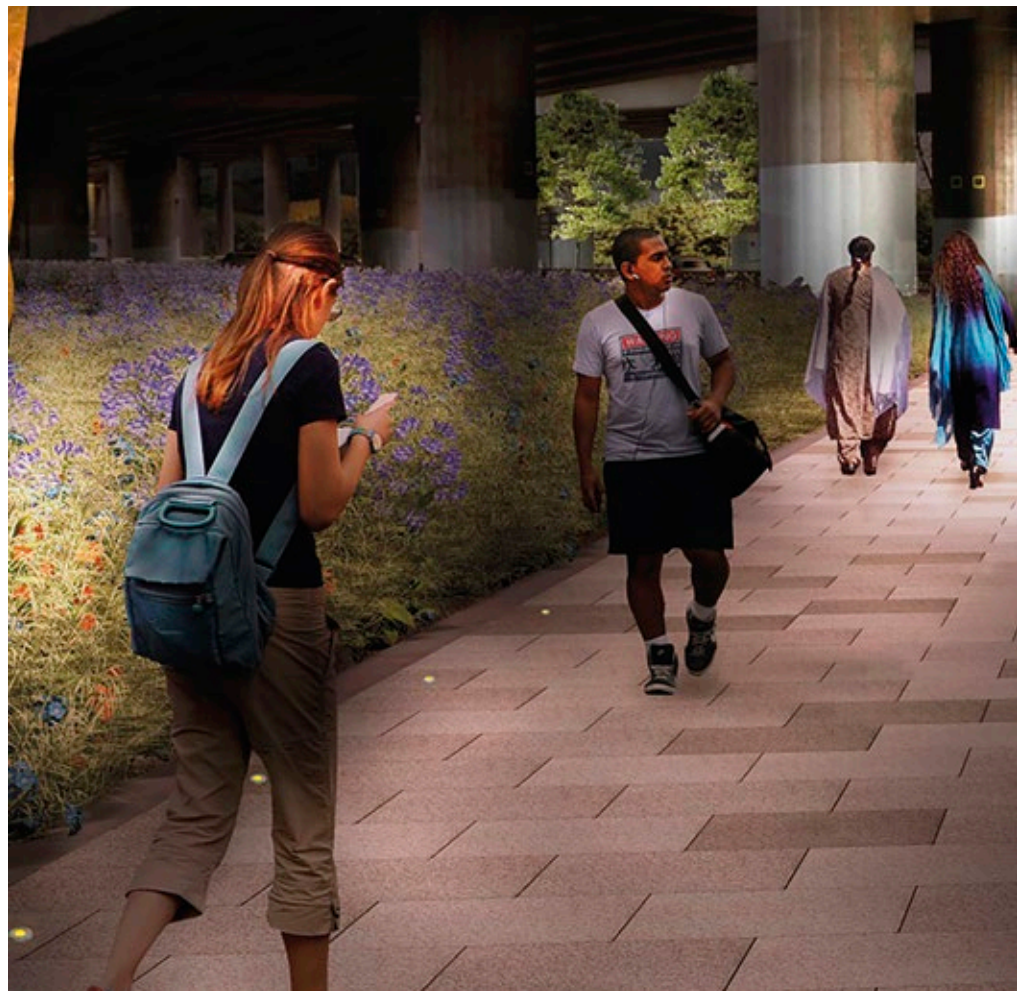
The Commission, established by Councillor Susan Aitken, Leader of Glasgow City Council, reported at the end of November 2018, and made a number of eye-catching recommendations.

"As the Scottish Government steps up its infrastructure investment ambitions, the Glasgow city region must become the number one priority if we want Scotland to deliver inclusive growth. Glasgow is Scotland's principal engine for productivity growth, but it will fail to achieve its full economic potential until it gives opportunity to its citizens throughout the city," said Professor Begg in his introduction.

His Commission's recommendations include:

- The acceleration of the Avenues project and its extension into other parts of the city centre such as George Square, Argyle Street, Cathedral Street and High Street. The report said: "The Avenues project has begun a process of transforming car-dominated corridors into areas that support pedestrian uses and gives people reason to visit – a challenge exacerbated by the shift to online retail. This marks an encouraging start in the process of transformation that Glasgow requires. But more needs to be done, including an accelerated roll-out of the Avenues project to other areas of the city centre and a systematic review of how the grid system can be repurposed."
- Glasgow City Council pressing ahead with plans to build a roof over the M8 at Charing Cross, creating a new pedestrian space outside the Mitchell Library. Compared to Edinburgh, Glasgow has twice the proportion of space devoted to roads and parking and significantly less open space. Though famed for its green spaces, it is notable that these all sit outwith the city centre itself.
- A strategic repurposing of the road network to prioritise people-friendly public spaces and the transport hierarchy and repurposing the inefficient grid system to a smart grid. On traffic congestion in the city centre, it said: "What is clear is that the number of vehicle movements through the city centre has had a severely detrimental impact on people's health and quality of life. While Glasgow City Council's commendable move to introduce a Low Emission Zone

# Glasgow Connectivity Commission: Improving Glasgow



(LEZ) will substantially ameliorate the former by reducing harmful vehicle pollution, it will not solve the problem of vehicle traffic in the city centre and its dominance over other modes. Some form of vehicle restraint is required."

- Glasgow City Council actively engages with the Vacant and Derelict Land Commission to bring dead spaces back into productive use.
- The repurposing of Glasgow's roads grid to prioritise pedestrians, active travel and public transport should be aligned with and support the Council's policy to repopulate the city centre.
- The completion of a network of safe, high quality, segregated cycling arterial routes connecting the city centre to suburbs and peripheral neighbourhoods and segregated cycling corridors through the city centre.
- A partnership is created between Glasgow City Council and taxi associations which drives improvements in service standards and better strategic placement of taxi ranks.

The Commission wants a new partnership between Glasgow City Council and bus operators to accelerate journey time, improve the fleet quality, ticketing and customer information offering a multi-operator cheapest day saver, and half price fares

for apprentices and people under 19 years old.

More controversially, the recommendations suggested local authorities in Scotland should be given the powers in the Scottish Transport Bill to introduce non-residential parking charges, and Glasgow City Council should lead by example and review whether Council workers should be given free or subsidised car parking.

The Commission included Anne Ledgerwood, General Manager of St. Enoch Centre; Iain Docherty, Professor of Public Policy and Governance at University of Glasgow; Damien Henderson, Media Affairs Manager for Virgin Trains; Ross Martin, an independent adviser; Gareth Williams, Head of Policy at SCDI; and Bill Reeve, Director of Rail for Transport Scotland, as an observer.

Also on the Commission was Glasgow Chamber Chief Executive Stuart Patrick, who said: "We welcome

the report as a thoughtful contribution to the policy and investment required to improve the city centre, drive footfall and increase job opportunities. We recognise the emphasis on the improvement of the bus offering as, at a time of skills shortages, it is important that people can get to work in an efficient and dignified manner.

"We support the request for the acceleration of the Avenues project, which would certainly improve pedestrian experience, and given the challenge of online retail and out of town shopping, we welcome the acknowledgement of the need for an even playing field for the city centre.

"But most of all we welcome the report's findings that there is no case for a congestion charge, that there is no evidence to support the introduction of non-residential parking charges and Professor Begg's statement that it is Glasgow's turn for investment in transport infrastructure."



Transforming car-dominated corridors into areas that support pedestrian uses



A network of safe, high quality, segregated cycling arterial routes



# JIM MCHARG

Glasgow Chamber's President reflects on a rewarding yet hectic spell in his first year in office

## What have been the most enjoyable moments of your first year in office?

I have enjoyed every minute of my first year as President. At the Chamber annual meeting last year, I spoke about being excited and honoured to be serving as President of a Chamber that is so influential in the city where I was born, raised, educated and spent all of my working life. It has not disappointed. There have been many highlights and perhaps the biggest was the 21st year of The Glasgow Business Awards in October. It was great to see the diversity of businesses and talent being recognised for their determination, hard work and success that they collectively make to the economy of Glasgow.

## What has delighted you about your position as Chamber President?

I have been delighted with the Chamber team and the progress that has been made in 2018 under Stuart Patrick's leadership. The team are so committed to Glasgow and work tirelessly to make Glasgow a better place to do business - whether that be through influencing policy, building relationships with overseas Chambers or developing the skills of our people. The Chamber has developed an ambitious and sustainable business plan and in 2019 I look forward to supporting the delivery of this for our members.

## What have been the most saddening moments?

Unfortunately, 2018 will be remembered as the year the city lost 'The Mack' to a devastating fire that totally destroyed this iconic home of the work of Charles Rennie Mackintosh. This definitely tested the resolve of our city, but I am pleased that in true Glasgow fashion, we have a plan that, coupled with the transformation of the area, will see Sauchiehall Street revitalised to become a place that Glasgow citizens and visitors can enjoy.

## How has your view on the enterprising culture of Glasgow changed?

Glasgow has always been a city of enterprise and as times have changed over the years, so too has Glasgow's focus. In recent times we have successfully hosted several major sporting events and today we look forward to the creation of three innovation districts in the city that will act as catalysts for the creation of a new generation of home-grown

technology companies. The diversity of our enterprise is to be applauded, however more needs to be done to maximise our potential for organic business growth and future inward investment. I look forward to being part of the work in 2019 that will develop and tell the Glasgow business story better with the intention that it will improve our business brand.

## What are your goals for businesses in the Glasgow region and for the Chamber?

We want to grow our membership so that more businesses can benefit from all that the Chamber has to offer. Our goal is that our members are as diverse as our city; representing all sizes, ages, sectors and communities. To this end, we have made the necessary investments in the team needed to deliver this growth and I look forward to continued progress in this area throughout 2019.

**“...more needs to be done to maximise our potential for organic business growth and future inward investment”**

## If there was one thing you could change for your second year of office, what would that be?

2018 has been a year of unprecedented uncertainty for many businesses and for a number of reasons, the most concerning being the potential impact of Brexit. If I could change one thing in 2019 during my second term as President, it would be for a clear direction of travel regarding Brexit so that businesses can start to plan for the future - whatever that may look like.

## How easy or difficult has it been managing your time and fitting in a full-time job?

It has been fine as I have always been quite good at managing multiple demands on my time. For me it is about work/life integration; not so much work/life balance. Recognising what is important, getting involved where needed and taking the time to reflect on the impact and value you are adding keep me on track - both professionally and in my personal life.

## Who have been your key supporters over the year?

During the year, I have received great support and encouragement from the board of management, council directors, Stuart and his team, various Presidents who have served before me and my family. Getting advice and counsel is important in any role as it brings different perspectives to opportunities and challenges that we face, so I look forward to more support and engagement as we work together as a team for the greater good of the city.

NEW  
APPOINTMENTS

Back row: Lesley Thomson; Amanda Taylor; Jim McHarg; Lindsay McGarvie. Seated: Carol Henry; Derek Provan; Rhona Baillie and Craig Pollock

## Glasgow Chamber appoints new directors at its AGM

**G**lasgow Chamber of Commerce has made nine additions to its ruling council, drawn from a variety of sectors from the city's business community.

At its AGM in January, the election was confirmed of the new directors: Derek Provan, CEO of AGS Airports Limited; Craig Pollock, Glasgow Area Director of Bank of Scotland Commercial Banking; Lindsay McGarvie, Corporate Affairs Director of Edrington; Carol Henry, Group People Director of Arnold Clark Automobiles Limited; Catherine Topley, CEO of Scottish Canals; Rhona Baillie, Chief Executive of The Prince and Princess of Wales Hospice; Lesley Thomson, Managing Director of Spreng Thomson; Derek Tillery, Glasgow Regional Managing Partner of Ryden and Amanda Taylor, Chairperson of JCI Glasgow.

The AGM also saw Jim McHarg, Divisional HR Director at Weir Group, continue as President for a second year. His Deputy is Paul Little, Principal and CEO of City of Glasgow College.

Jim said: "We have a very strong group of new directors joining us this year, adding to our council's knowledge and experience at a time of increasing activity in the growth of the Glasgow's economy and at an important time for the Chamber and for the city.

"At this point I'd like to place on the record our thanks to Ewan Cameron of Ryden, who has been a fantastic servant to the Chamber and is stepping down after the maximum 15 year period as a director. We owe him a real debt of gratitude."

Jim went on to say that the dual focus of the year ahead would be a continued focus on international trade despite ongoing Brexit uncertainty, and the future of Glasgow city centre.

He said: "Some time ago our Board took the view that, whatever the outcomes from the Brexit negotiations, our Chief Executive Stuart Patrick and his deputy Richard Muir and their team would develop strong links with Milan, Turin, Berlin and Nuremberg to promote trade for our members and investment

for the city. We have also established links on the other side of the Atlantic with our counterparts in Manhattan and with business organisations in Dalian, China – one of Glasgow's eight twin cities.

"There is a lot to do in Glasgow city centre and we will be heavily involved with such issues as the Sauchiehall Street Task Force, the ongoing Avenues development and the Connectivity Commission.

"In addition, we will continue our work on the Circular Glasgow initiative, encouraged by its success in being shortlisted for the World Economic Forum's Public Sector Award at The Circulars awards, losing out in the end to the European Commission.

"This ambitious programme shows Glasgow Chamber of Commerce is more relevant and influential than ever to the business community and to the success of Glasgow, and we have just embarked on a membership drive that will see our influence increase over the coming years."

# Hosting the European Indoor Athletic Championships

**G**lasgow has already proven it is a city that loves athletics. The second major European event to be held in the city within 12 months, after the successful European Championships last year, is imminent.

Some of the world's leading athletes will descend on the Emirates Arena on 1-3 March as the European Indoor Athletic Championships return to the city for the first time since 1990, when the event was held at Kelvin Hall. There will be 650 athletes from more than 45 nations setting their sights on winning medals, and an anticipated 18,000 spectators over the three-day event.

Scotland's own superstars Eilidh Doyle and Eilish McColgan will be hoping to compete, as well as two-time European indoor champion Laura Muir.

Eilidh, from Perth, is Scotland's most decorated track and field athlete of all time with 15 major championship medals to her name, including an Olympic Games medal, three Commonwealth Games silver medals and a podium finish at last year's World Indoor Championships. One of her greatest achievements came at last year's Commonwealth Games, where she became Scotland's first female flag bearer.

"I remain hungrier than ever to add to my achievements and I cannot wait to be back on home soil and competing at another major event in Glasgow," Eilidh said.

"The city has shown time and again that it is one of the best globally when it comes to hosting major sporting events and I've no doubt that the European Athletics Indoor Championships Glasgow 2019 will be hugely successful."

Double Olympian and European silver medallist Eilish, has been "working harder than ever" during the off-season training to make 2019 a year to remember. She will be looking to build on what was a successful experience at the 2017 European Indoor Championships in Belgrade, where she picked up a bronze medal in the 3,000m event.

Jake Wightman, the Scottish middle-distance runner, speaking at the partnership launch between Glasgow 2019 and Glasgow Airport, said: "With the Worlds being late in the year, the European Indoors is going to be a really big focus for all European athletes and Scots in particular.

"It's exciting to be able to come back and race a home championship. It'll come around quickly and this is only my second indoor season, so it's all very exciting. To have the World Indoors in Birmingham last year and then Glasgow [the following year] is so great. Having the home atmosphere before was excellent but being in Scotland only adds to that. It's not a bad couple of years.

"Every British athlete will get that big support and that's been shown in every home Championships we've had. Indoors gives you more of an intense atmosphere as well. It's a lot more intimate and hopefully, that will reflect in our performances."

There will be six sessions, morning and afternoon, on Friday, Saturday and Sunday, at the Emirates Arena, at 1000 London Road. Tickets range from £5 to £40 depending on the seat and the day. Sunday tickets are virtually sold out. The full athletics event will be televised live.

The European Indoor Athletics Championships come to Glasgow in March





Above: A new 'street in the sky' green bridge over the M8, funded by the Glasgow City Region City Deal, will replace the existing one, connecting Sighthill and communities in North Glasgow to the city centre, with George Square less than 15 minutes' walk away

# City Deal boost to Glasgow and the wider region

**T**he Glasgow City Region City Deal is making significant progress and providing a real boost to Glasgow and the wider region – according to a recent report.

Since the deal was agreed with the government in 2014, all 27 projects have been selected, with most underway and six projects already completed.

Local businesses have benefitted from a £22m boost – the value of City Deal contracts won to date by companies across the region. And with more than £260m of funding agreed so far for spend on infrastructure works, further contract opportunities are in the pipeline.

And more than 8,000 young people have been supported into work through a region-wide youth employment programme.

City Deal investment is visible on the ground with work underway across Glasgow and the region. The first phase of the Barras Public Realm works was completed at the end of last year with the improved streetscape breathing new life into the area. The works are a particular boost for local businesses who can push forward with their own redevelopment aspirations.

The project forms part of the overall Collegelands Calton Barras initiative which aims to unlock the area's development potential and enable the continuation of economic activity from the city centre to the East End by improving infrastructure, quality of

land and travel connections. Future plans include improved access to High Street station; further development of Collegelands to include more office space and leisure facilities and the remediation of the former meat market site at Bellgrove.

Susan Aitken, Glasgow City Region Cabinet Chair and Leader of Glasgow City Council, said: "The Glasgow City Region City Deal is one of the most advanced in the UK and we are now delivering projects at pace, providing a real boost to Glasgow City Region.

**>£22 million**  
52% of all Tier One contracts  
won by local companies

"Infrastructure investment for new roads, bridges, remediation and public realm works is helping to unlock vacant sites in key locations for housing, retail and commercial development.

"We talk about the City Deal leveraging in an estimated £3.3bn of private sector investment over 20 years. Already we are seeing this happen, with recent high-profile inward investments such as Barclays. The Barclays deal is the most significant inward investment ever made in Glasgow and is a beacon for what the public and private sector can achieve in close collaboration. It is the first of many inward investments in

which the City Deal will be a critical factor."

The year ahead is set to see further progress. The Sauchiehall Avenues project will hopefully be completed by the summer of 2019 and will see the stretch of Sauchiehall Street between Charing Cross and Rose Street transformed, with improved public realm and travel connections for all those who use this famous part of Glasgow's city centre. This is the first of the Avenues projects to be delivered, so watch this space later this year for the next phase of the programme.

The design for the Govan-Partick Bridge will soon be unveiled, showing how these historic areas of the city will be reconnected through this cycle and pedestrian bridge, which will be a key part of the West End and Waterfront Innovation Quarter and will complement the exciting proposals for Water Row, Central Govan and the Queen Elizabeth University Hospital.

At Sighthill, construction will start later in the year on a new, iconic bridge over the M8. A new city park at Sighthill will open in the summer which is sure to be a visitor destination. Building of the new homes will begin in spring and the new school will complete in December.

**FOR MORE INFORMATION  
AND TO VIEW THE LATEST  
PERFORMANCE REPORT VISIT:  
[WWW.GLASGOWCITYREGION.CO.UK](http://WWW.GLASGOWCITYREGION.CO.UK)  
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# Chamber Protect

**W**e are delighted to announce that Glasgow Chamber businesses can now benefit from an enhanced membership service that provides support in the areas of HR, legal, health and safety, and tax.

The support is provided through an advice line, an online resource, plus insurance to cover the threat of employment tribunals. This service, which can conservatively be valued at £1,000, is included in the membership fee so access is free to Chamber members.

This is a national service and Glasgow Chamber has joined 48 other UK chambers in signing up with Quest (formerly known as Qdos) which is a specialist in providing this wide-ranging service. It is the exclusive recommended supplier by the British Chambers of Commerce, selected by a panel of UK chambers.

The advice line provides access to five advice lines giving members access to specialists in HR/employment, legal, health and safety, tax and VAT. The phone line to access all of these services is 01455 852037.

There is also an online resource centre, the main feature of which is the document library with almost 800 free downloadable documents related to HR and employment law, and health and safety. This hub of knowledge also features free HR and health and safety health checks.

Members are also protected by up to £1m of legal expenses cover to protect against employment tribunals. The insurance will pay out for all legal fees and any awards made against your company and is particularly valuable considering that the number of employment tribunal claims rose by 130% in 2018 following the abolition of tribunal fees.

These services are suitable for all businesses regardless of size or sector. Sole traders, small,

medium and large businesses in Glasgow can benefit from these services. Everyone needs some element of such services, but they need it in different ways.

Steve Charles, Head of Partnerships at Quest said: "We are delighted to be working with the Chamber to support the business community in Glasgow. We've been supplying these services to chambers of commerce across the UK since 2003 and with Scottish chambers for over ten years. At the end of 2016, the British Chambers of Commerce put it out to a national tender and we were successful in becoming the exclusive supplier to the UK network.

We now work with 49 chambers, from Caithness to the Isle of Wight."

"We will work with the Glasgow Chamber to help make members aware of the support they can access. The chamber service keeps expanding and in 2018 we had over 10,000 calls to our advice line, and 57,000 document downloads from the website and we expect to beat this in 2019. The total value to businesses across the UK chamber network has been calculated at over £1.8m for 2018."

Quest Cover also has a third party arrangement with a Scottish legal firm if there are any employment law issues requiring specialist legal assistance.

Susan McKay, Commercial Director, Glasgow Chamber of Commerce said: "We are delighted to continue to offer our members this valuable business support service through our affiliation with British Chambers of Commerce. This service was chosen by a panel of chambers as part of a rigorous tender process and we are sure it will add tremendous value to our members, just as it has to thousands of other members across Scotland and the wider UK."

Chamber members can contact Quest or speak to the Chamber about making contact.





Mar Hall's elevated and respected profile will reflect well on any business. Close to Glasgow's city centre and airport, it is ideal for residential conferences, boardroom meetings, product launches, cocktail receptions, or indeed any private event that requires a touch of privacy and grandeur.

Our Dedicated Events team will be on hand to assist your every need from booking stage through to completion and check out.

- ◆ Our newly refurbished ballroom is the perfect space for hosting your AGM, residential conference or Gala Dinner.
- ◆ Room can also be partitioned to create a syndicate room for your conference needs.
- ◆ Catering can also be done within Morton House – disabled access is available as well as a fully functional bar.
- ◆ Our selection of meeting and conference rooms offer a private environment to take care of business.
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# SMART MOVE

Businesses should take a considered approach when it comes to changing office space if they want their new premises to be a success

**T**here are a few decisions you'll make about your business that will have a fundamental influence on its success; one of those is your choice of property.

No matter the maturity of your operation, there is a wide range of variables to consider before you start making any moves. As well as the location's convenience and suitability for your clients and employees, and potential impact on how people view your operation, the decision comes with all sorts of practical implications.

Ewan Cameron, a Partner at Ryden, is an expert on Glasgow's commercial market. He has some wise words of advice for anyone who is contemplating a move.

"When people look at the possibility of moving they tend to base their ideas on the current set-up – the number of people they have, desk set-up, breakout areas, meeting rooms and so on. However, it's very important to consider how technology and ways of working have changed and are changing. For example, there is a trend for office layouts to have more informal collaboration space for interaction as well as inclusion of lifestyle features such as provision for cycle storage plus shower and changing facilities.

"You should not only ask yourself if you need more space but if you could be more efficient with less space. Do a space audit – it's not a given that what you've got at the moment is what you need in the future."

According to Ewan, the shape of your office may also

dictate what you do. If, for example, your current set-up is over two storeys but you are moving to a single floor, you must look at what space you actually need. "It won't be a case of simply totalling your current footage since you'll probably find you need less space on a single level."

## Repairs

Repair and maintenance issues are another important factor. "It's likely you will have a full repairing and insuring lease.

That means you'll be taking on repair obligations and you must go in with your eyes open as far as the condition of the property is concerned. Don't simply take a quick look and think everything looks good."

Should you move into one part of a larger building there could be common area repairs planned and you will be liable to pay your share. Ewan added: "Make sure you get a proper inspection done that identifies if you have anything to worry about."

He advised arranging a 'schedule of condition' which means that when you leave after the lease expires you have a record showing the condition of the premises when you first took over. The schedule can help identify your precise responsibilities so you avoid unexpected dilapidation costs when you move on.

"The aim is to establish a level of comfort where you know your repair obligations and potential costs," said Ewan.

Your lawyer will help specify your lease obligations and you



Ewan Cameron

**“Consider how technology and ways of working have changed and are changing”**



Clockwise is one of several serviced office and shared workspace providers in Glasgow



can ask a building surveyor to carry out an inspection of the premises and wider common areas where you may be liable for a share of repair costs.

If you are moving into larger premises with air-conditioning be wary about imminent repairs to the system. If these are scheduled it could involve a major piece of work, not only involving the external plant but also above the ceilings throughout the building, including in the areas where you operate.

Similarly, if your surveys discover that the landlord has a series of repairs scheduled or a planned maintenance regime that will involve significant expenditure, you may want to seek a service charge cap to limit your exposure. Ewan explained: "There may be a major refurbishment taking place in two or three years that could double the service charge. By asking for a cap you're saying that you're happy to pay some of the increased cost, but not all of it."

"Landlords tend to be sensible. If it's a new or recently refurbished building it's unlikely you'll get a cap but if it's an older building where work could be required soon, the landlord may well say that they won't hold you responsible for 100 per cent of the share."

### Rates Relief

One way to reduce your outlay when you move is the potential for government or local authority rates relief. The Small Business Bonus Scheme applies to properties in Scotland with an RV of £18,000 or below, or any combination of properties below £18,000 and totalling no more than £35,000. Properties held elsewhere in the UK are not counted for the purposes of this relief.

"You could look at a building and like it, but on further investigation find that the rateable value is £19,000 which means you would then be paying full rates. There are other rates relief options, like Fresh Start where you get relief to take over a property that has been empty more than six months. It's best to check if relief applies before you take a property and it's pretty simple to see what the current thresholds are - all it requires is a simple online search."

### Flexibility

Every business person is keen to see their firm expand. You can build in flexibility for growth by taking extra space at the start, or, if you expect your growth to be substantial, you should carefully consider the length of your lease.

Break options can be attractive. If you have a 10-year lease, you could include a five-year break. Similarly, a five-year lease with a three-year break. A break option is more commonly a

tenant only provision, usually with nine or 12 months' notice to the landlord. "Should you exercise that choice make sure your rent, service charge and other payments are up to date and that you serve the notice correctly. If you are in default of lease obligations you could find the break option is invalidated. Your lawyer can keep you right. Of course, if you want to stay where you are you don't need to trigger the break."

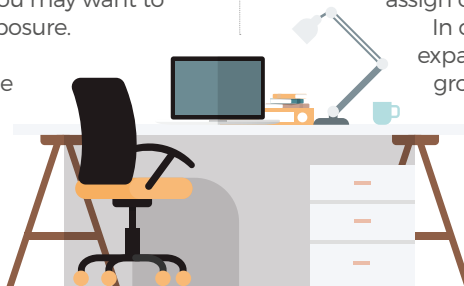
Alternatively, if you decide you want to move at year four of a 10-year lease you can offer the space back to the market and try to find a sub tenant or someone to take over the lease. You must check that the lease allows you to assign or sub-lease - your lawyer can advise.

In concluding, Ewan highlighted a rapidly expanding sector of the market. "There's a growing number of firms, large and small, making use of serviced office space. Although costs are higher, this route gives much more flexibility. You can have space for six months, a year, 18 months and so on and leave whenever you like, on relatively short notice."

"There are a range of business centres in Glasgow, some have a minimum three-month rental period

but others allow small business to rent for as short as a month. You get a desk space, the chance to use collaboration spaces and there are meeting rooms you can rent if need be. A business centre currently offers the ultimate in flexibility."

Making a move is, in the vast majority of cases, a positive sign; it's usually something you do when your business is ready for its next stage of development. In the excitement you could be tempted to overlook some essentials. Accordingly, it might be sensible to take on an adviser. In any case, with a considered approach you can make yours a smart move.



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# Developing the leaders of tomorrow

An MBA can offer a wealth of benefits for both employees and business owners

**I**n today's business world, developing your management team into knowledgeable and successful leaders may help you stand out from the crowd.

What business owner wouldn't want their key staff to have a greater understanding of corporate goals, more knowledgeable and successful management, advanced communication skills and a greater awareness of external influences? Furthermore, an MBA could help businesses attract and retain high potential managers, as well as developing tomorrow's leaders.

## Strathclyde MBA

The MBA at the University of Strathclyde takes experienced executives from a variety of backgrounds, and equips them with the know-how, skills and strategic orientation to sustain and scale business in today's global businesses.

The university's website highlights the MBA's personal and career benefits: "The Strathclyde MBA is not just a business programme, it's a stimulating, challenging, life-changing experience, which will make you question, rethink and re-evaluate how you do business."

In 2016, Strathclyde Business School celebrated 50 years of its MBA programme and can boast more than 9000 graduates. Its focus is on the entrepreneurial manager, one who chooses to study for career enhancement. The student experiences career and self-development while employers – who might support their managers on the MBA programme – can expect improved corporate performance and human resource development.

The MBA is offered on a part-time basis in Bahrain, Greece, Malaysia, Oman, Singapore, Switzerland and the UAE.

Professor David Hillier, Associate Principal & Executive Dean of Strathclyde Business School said the university's flagship MBA programme is designed with industry in mind.

"Our MBA provides a broad understanding of business and management issues, essential for a strategic business role, or – as many of

our students have found – its all-round business knowledge has helped them set up their own businesses."

He said Strathclyde's MBA is continually reviewed to ensure the latest business thinking is incorporated, with a range of electives on offer to cover everything from digital marketing to strategy.

"Our existing programmes are kept up to date and we involve industry where we can to ensure our students' learning is practical and 'useful' whether this is through guest speakers, industry projects or internships."

The many benefits for those undertaking an MBA – upgraded knowledge, increased confidence and command of new aspects of business – is allied with the numerous rewards experienced by employers.

"As well as benefiting from the staff member bringing back new knowledge and skills to the workplace, by investing in a member of staff, you

**by investing in a member of staff, you are telling them you care about their development."**



are telling them you care about their development and you see a future for them in your organisation – for a valued member of staff, this can be a worthwhile investment.”

### Career progression

One of Strathclyde's Executive MBA graduates, Aida El Bouanani, studied in Dubai. She said: “I come from an engineering background and graduated in IT Engineering in 2010 in Morocco. However, I never worked as an engineer and joined the sales team at Procter & Gamble after my graduation. After four years, I had the opportunity to move to Dubai and join the sales team at General Mills in 2014.

“Coming from an engineering background, most of my studies were around mathematics, physics and technical subjects. So, when I started working in sales, I realised I was lacking the business acumen needed in order to progress my career. I joined the MBA in order to get a holistic understanding of the corporate world and equip myself with the right tools to move to a senior leadership position.”

### Accreditations

Association of MBAs (AMBA) accreditation is the global standard for all MBA degrees and is awarded to the top two per cent of business schools globally.

The University of Glasgow has been accredited by AMBA for more than 30 years. Both Glasgow University's Adam Smith Business School and Strathclyde Business School hold the crown of triple accreditation, being accredited by AMBA, AACSB (Association to Advance Collegiate Schools of Business) and EQUIS (European Foundation for Management Development Quality Improvement System).

These external recognitions of quality are an important consideration for anyone considering where to undertake an MBA.

## David Levinson, MBA Careers Manager at the University of Glasgow, discusses how the Glasgow MBA can transform futures and prepare professionals for the next step in their careers

### Why should business managers study at Glasgow University?

The Glasgow MBA is an intensive, yet rewarding, one-year programme which empowers students to emerge as leaders with the essential practical skills to unlock opportunities, tackle leadership challenges and make a positive impact.

We have a small, but diverse, cohort of students each year at Glasgow. As a result, our students receive dedicated one-to-one support while also being able to learn from their classmates' experiences and skill sets.

Our interactive classes balance tuition and discussion. This year we have students from 15 nationalities, all of whom are learning from their peers, who come from many sectors and functional backgrounds.

In addition to acquiring the academic knowledge required by business leaders and entrepreneurs, our MBA graduates will acquire the skills to think critically and learn how to ask the right questions.

### Are managers able to continue working at the same time as studying?

The Glasgow MBA is currently on a full-time basis of 12 months allowing students to be fully immersed in the programme and student experience.

Our future aim is to review and relaunch an evening/weekend programme to accommodate managers who would prefer – and would find it more manageable – to study for the MBA in their ‘free-time’.

### Should more businesses be funding/supporting their key staff to study? How does this add to the employees' skills and experience while adding value to the business?

MBA graduates offer real added value to businesses in a number of ways. Beyond obtaining a broad understanding of issues affecting contemporary global business, graduates develop leadership and high-level communication skills.

They gain strategic foresight by engaging with high-level speakers from a wide range of backgrounds.

Engaging in real business problems and case studies throughout the programme gives a real-world focus to their learning and they are able to apply this by working on behalf of a client in a live consultancy project at the end of the course.

A number of our students are sponsored by their employers. For businesses considering developing their management team, an MBA is an ideal way to transform their senior staff into the leaders of the future.



# A world leading business school on your doorstep



Strathclyde Business School is an innovative and entrepreneurial organisation, influencing business education as part of a leading technological University.

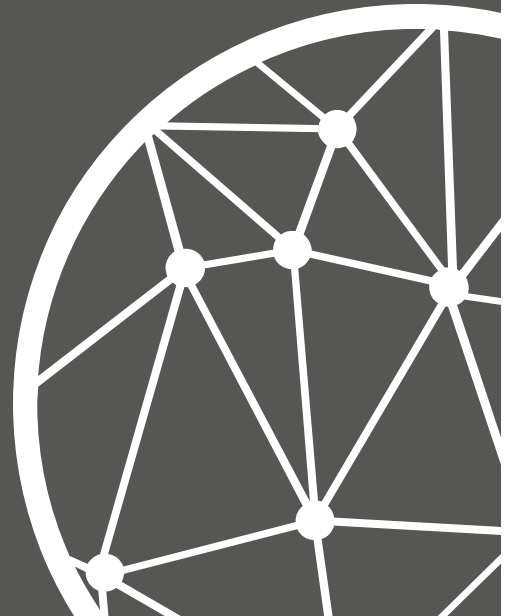
We understand the importance of global thinking. Our Masters programmes are consistently ranked among the best in the UK – and around the world. We introduced the first one year full time MBA to the UK in 1966 and we continue to introduce innovative business programmes, and bespoke executive education, to suit the demands of an evolving business world.

Our acclaimed MBA programme can be studied on a full time, part time or flexible learning basis which means you don't have to give up the day job – or travel far – to get a world class MBA.

[www.strath.ac.uk/business](http://www.strath.ac.uk/business)



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# Saving costs through sustainability

Making an enduring commitment to environmental principles in your operations could boost your business

**R**ecycling is the obvious activity that springs to mind when we talk about “green business”, but the term means so much more these days. A green – or sustainable – business is an organisation that has minimal negative impact on the global or local environment, community, society or economy.

These organisations incorporate principles of sustainability into each of their business decisions, offer environmentally-friendly products or services, and have made an enduring commitment to environmental principles in their business operations.

This can be done in a number of ways, from just simply having a lights and printer off daily routine in the office, to carbon offsetting or investing in solar panels. Sustrans, for example, works closely with communities, the Scottish Government, local authorities and other partners to ensure that the people of Scotland have access to a network of

safe walking and cycling routes so that people can choose healthier, cheaper, cleaner journeys, with better places and spaces to move through and live in.

Zero Waste Scotland claims that delivering the Scottish Government’s zero waste targets will boost the economy by £180m and reduce emissions by almost 40m tonnes of CO<sub>2</sub> by 2025, while more circular business models could help organisations save £2.9bn through the adoption of more efficient practices.

Glasgow Chamber of Commerce’s own Circular Glasgow initiative is a movement to inspire businesses of all sizes to innovate and become future-proof by adopting circular strategies – in which every product is created with the intent of extending its lifespan and adding value wherever possible through this process. Connecting companies across the city, Circular Glasgow helps them to open up new revenue streams, increase competitive

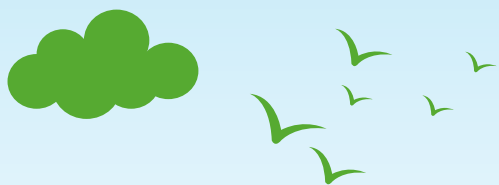
advantage and realise financial savings using a range of practical initiatives.

From new collaborations between Glasgow-based bakeries and breweries, and soil made from waste coffee grounds, to bespoke construction and finance summits and a range of events, the team has already engaged more than 650 businesses.

Alison McRae, Senior Director at Glasgow Chamber of Commerce, said: “Our business community in Glasgow has taken bold steps to begin the movement towards helping Glasgow become a leading circular city, with many businesses exploring new ideas and partnerships that will benefit both the individual organisations and support the economic growth of the city in a sustainable way.”

Glasgow-based Andrew Muirhead & Son Limited is part of the Scottish Leather Group, which in 2003 established a zero waste policy. The group continues to seek beneficial





routes for recovery or reuse of its process wastes to avoid landfill. The value of the renewable energy recovery from both the thermal energy and fat plants is facilitating a significant carbon reduction in the leather manufacturing process by the replacement of fossil fuels.

The business claims to have the lowest carbon footprint of any leather maker in the world and is the only one to carry the Low Carbon Leather logo.

An innovative furniture reuse cooperative in Glasgow was recognised by the First Minister for bringing the benefits of reuse and repair to housing associations and social landlords across the city. Total Homes Co-op launched its Void Clearance Service which saves furniture from house clearances which would otherwise have ended up in landfill. They recover and repair the items which means they can sell them on for an affordable price to the public.

Zero Waste Scotland's Circular Economy Business Support Service, which is supported by the Scottish Government and the European Regional Development Fund, provides tailored support to SMEs to explore more circular approaches; the Circular Economy Investment Fund offers investment for SMEs based in Scotland and supports work that will deliver circular economy growth. Total Homes has been awarded funding to help launch its new service.

Zero Waste Scotland's mission is to influence and enable change - from gathering evidence and informing policy, to motivating practical behaviour change in individuals and organisations through programmes and brands. It makes direct interventions to effect change, commonly in the form

of finance, business support, technical advice, training and competence development or



## SOLUTIONS FOR BUSINESSES

Businesses come in all sorts of shapes and sizes, but they all have the potential to go green. Over the last few years, the Resource Efficient Scotland programme has helped more than 3,000 businesses reduce waste, water and energy use.

And green businesses aren't just limited to retailers. A construction company used funding to replace its manually operated wall saw with a precise wood cutting machine, enabling the use of more raw material and producing far fewer discards.

ACS Clothing, in North Lanarkshire, offers a solution to the issue of fast-fashion: formal wear to hire. Launching in 1997, they opted for smart LED lighting to dramatically cut down on energy use costs, thanks to the Resource Efficient Scotland programme, which is backed by Scottish Government and European Regional Development Funds.

Resource Efficient Scotland's work with businesses helps them identify which resource-efficient measures are the perfect fit. Those who have taken the plunge have been surprised with what they can save, even through simple

measures like putting in wall insulation or replacing old boilers. Businesses are also teamed with a dedicated expert advisor to help them reduce their energy, water and waste.

Positive change can also take place in the office. Resource Efficient Scotland's relaunched Green Office Guide is aimed at businesses that want to run more cost-effective and environmentally sustainable offices. The guide gives businesses useful tips for reducing waste, saving energy and water around the office.

A dedicated Green team, careful purchasing and reducing paper usage, these are just a few examples of how businesses can start their journey towards improving office environmental performance.

Businesses can't be expected to effect change all by themselves. There is free support on offer to help you cut down on your carbon impact while reducing your overheads. Running a resource efficient organisation simply makes good business sense. It also tells your customers and the world that you care about this planet we call home.

**“Our business community has taken bold steps to begin the movement towards helping Glasgow to become a leading circular city”**

communications support. Over the last few years, its Resource Efficient Scotland programme has helped more than 3,000 businesses reduce waste, water and energy use.

Locavore, in the heart of Glasgow's south side, is one of Scotland's few retailers to offer a packaging-free range to tackle the single-use plastic problem. Launching in 2018, Locavore opted for a customer refill model to dramatically reduce plastic packaging, thanks to the Resource Efficient Scotland programme which is backed by Scottish Government and European Regional Development Funds.

The programme also helped BAM Construction Scotland identify ways to prevent 120,184 tonnes of waste arisings, reduce raw material consumption by 2,692 tonnes and prevent 176 tonnes of CO<sub>2</sub> equivalents through facilitated Designing Out Construction Waste workshops.

Through a Resource Efficient Scotland programme, consultancy Mabbett helped East Kilbride-based Merson Group, which delivers signage projects and rainwater management systems, to reduce lighting energy consumption by 51 per cent, carbon emissions by 79 tonnes, and make annual savings of around £13,000.



# Funding to reduce energy costs

Upgrading your lighting and heating systems can dramatically reduce your business's energy bills. Take out a 0% unsecured SME Loan from the Scottish Government to pay for upgrades and you'll receive 15% cashback\* - up to £10k.

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Global professional services firm providing a broad range of risk, retirement and health solutions.  
Number of employees: 251+  
Contact: Steven Black  
Business Development Manager

**Argyle St Arches**

253 Argyle Street  
Glasgow  
G2 8DL  
T: 0345 241 6235  
E: barry@argylestarches.co.uk  
W: www.argylestarches.com  
Conference, hospitality, wedding and event venue.  
Number of employees: 1-10  
Contact: Barry Halfpenny  
Director

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G2 4JR  
T: 0141 354 1550  
E: donald.mcivor@chasqui-team.com  
W: www.chasqui-team.com  
Business transformation.  
Number of employees: 1-10  
Contact: Donald McIvor  
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E: info@comodoto.com  
W: www.comodoto.com  
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Number of employees: 1-10  
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Batllori  
Business Director

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E: rachael@como.org.uk  
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T: 0141 566 4999  
E: admin@dfconcerts.co.uk  
W: www.gigsinscotland.com  
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Number of employees: 251+  
Contact: Geoff Ellis  
Principal

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E: melanie@efx.co.uk  
W: www.awardefx.co.uk  
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Contact: Melanie Osborne  
Sales & Marketing Director

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Savoy Tower  
77 Renfrew Street  
Glasgow  
G2 3BZ  
T: 0141 212 2532  
E: mike@freedomscripted.com  
W: www.freedomscripted.com  
Scripted content production - mainly TV drama.  
Number of employees: 1-10  
Contact: Mike Ellen  
Creative Director & Managing Director

**Jordan Dean Property Ltd**

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G71 8NW  
T: 0141 258 1252  
E: jordan@jordandeanproperty.co.uk  
W: www.

jordandeanproperty.co.uk  
Property investment strategist company providing a full turn key solution for property investors, from sourcing property deals, to the purchase and refurbishment right through to the sale or let of the property.  
Number of employees: 1-10  
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T: 01786 477183  
E: derek.robertson@keepscotlandbeautiful.org  
W: www.keepscotlandbeautiful.org  
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Contact: Derek A Robertson  
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E: kirsty@macarthurgreen.com  
W: www.macarthurgreen.com  
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Number of employees: 11-50  
Contact: Kirsty MacArthur  
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W: www.mappinandwebb.com  
Jewellers.  
Number of employees: 1-10  
Contact: Nicola Edwards  
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Contact: Garry Gallagher  
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E: glasgowssouth@pillowpartners.co.uk  
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E: helena.morrow@reachplc.com  
W: www.reachsolutionsscotland.co.uk  
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Number of employees: 251+  
Contact: Helena Morrow  
Sales Director

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E: renata.cook@sjpp.co.uk  
W: www.rcwealthmanagement.co.uk  
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Contact: Renata Cook  
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Glasgow  
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T: 0141 255 0295  
E: peter.mcbride@scintilla-ip.com  
W: www.scintilla-ip.com  
European patent and trade mark attorney firm specialising in the fields of electronics, software, energy and mechanical engineering.  
Number of employees: 1-10  
Contact: Peter McBride  
Director

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G2 1PP  
T: 03003 031903  
E: karen.mcfadden@catax.com  
W: www.catax.com

Experts in specialist areas of tax relief, including capital allowances, research and development and the Patent Box.  
Number of employees: 1-10  
Contact: Karen McFadden  
Business Development Manager

**Transport Systems Catapult**

3rd Floor  
The Pinnacle  
170 Midsummer Boulevard  
Milton Keynes  
MK9 1BP  
T: 01908 359999  
E: alex.reid@ts.catapult.org.uk  
W: www.ts.catapult.org.uk  
Neutral, not-for-profit, technology and innovation company undertaking applied research projects in collaboration with academia, SMEs and industry with the aim of making the UK a

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Number of employees: 51-250  
Contact: Alex Reid  
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**TSB**

Excel House  
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Edinburgh  
EH3 8BL  
E: martin.hay@tsb.co.uk  
W: www.tsb.co.uk  
Bank.  
Number of employees: 1-10  
Contact: Martin Hay  
Field Relationship Manager

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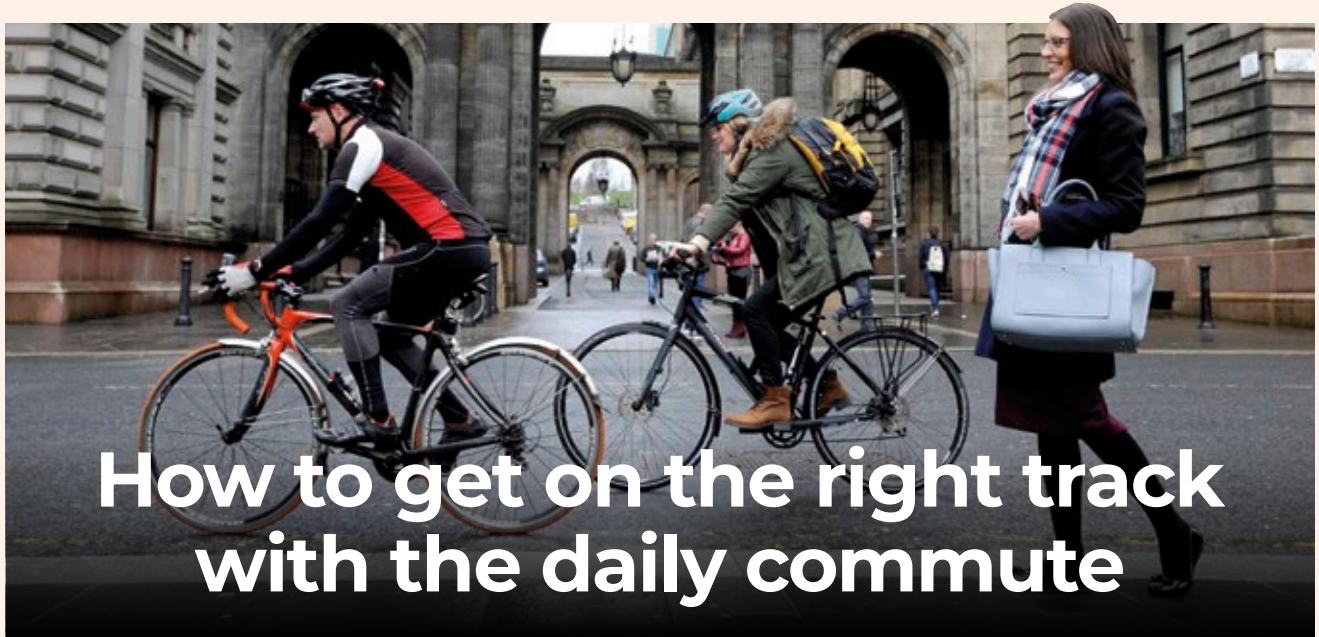
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# How to get on the right track with the daily commute

**T**his March, the award-winning Scottish Workplace

Journey Challenge returns with more than £4,500 worth of prizes on offer. Businesses can sign up for the free online challenge organised by walking and cycling charity Sustrans, and funded by Transport Scotland, encouraging people to ditch the car in favour of sustainable travel options.

Workplaces compete against each other to see who can clock up the most walking, cycling, public transport and car-sharing journeys over the course of a month. It's a fun, interactive way to improve fitness, team building and promote active travel among staff members.

## 1. Happier, healthier workplace

The Scottish Workplace Journey Challenge promotes a healthier commute.

Kirsty Rankin, Sustrans Scotland Workplaces Coordinator, said: "We know that people who travel actively to work are fitter, healthier, happier and less likely to take sick days.

## Six reasons to sign up for Sustrans' challenge to ditch the car and commute by either cycling, walking, car-sharing or public transport

"By encouraging people to make small changes to the way they get to work, we hope it will inspire them to make sustainable, long-term changes to the way they travel."

### 2. Prizes

The £4,500 fund includes Kindles, cinema tickets, retail vouchers, charity donations, travel passes and more. Workplaces who register before 1 March are also entered into a prize draw to win an Active Travel Breakfast or one of two workplace Dr Bike sessions. There are spot prizes throughout the challenge for logging journeys, inviting friends and posting photographs.

### 3. Competition

You can compete individually, work collectively or foster a healthy sense of competition among colleagues, departments and other workplaces.

Individual challengers are judged on the number of journeys they complete while workplaces are judged on the overall rate of participation across the company.

### 4. Quick and convenient

It's easy to get involved, sign up and log your journeys via Sustrans' website ([www.scotland.getmeactive.org.uk](http://www.scotland.getmeactive.org.uk)), where you can monitor your activity, calories burned and CO<sub>2</sub> saved, alongside all important standings on the leaderboard.

### 5. Doing your bit for the environment

Traffic is a major contributor to pollution. Walking, cycling, public transport and car-sharing are all greener ways to commute, helping to improve air quality, reduce CO<sub>2</sub> emissions and environmental impact.

### 6. Award-winning

Last year nearly 4,000 people from 300 businesses signed up. Logging over 55,000 journeys, saving more than £62,000 and nearly 60,000kg in CO<sub>2</sub> emissions by choosing to travel actively and sustainably for their journeys to, from and for work.

The Scottish Workplace Journey Challenge went on to win the Best Practice in Travel to School and Work Schemes prize at the Scottish Transport Awards in 2018.

Sign up today at [www.scotland.getmeactive.org.uk](http://www.scotland.getmeactive.org.uk). For more information contact [challenge@sustrans.org.uk](mailto:challenge@sustrans.org.uk).

**Sustrans is the charity making it easier for people to walk and cycle. We connect people and places, create liveable neighbourhoods, transform the school run and deliver a happier, healthier commute. Join us on our journey. [www.sustrans.org.uk](http://www.sustrans.org.uk)**

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your hard-fought reputation and for preventing cheap look-a-like products from being sold.

We act before the UK and European Intellectual Property Offices to secure these vital rights for your business; and we are experienced in global protection strategies including, for example, obtaining US patent protection for

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We offer a free initial consultation, so why not get in touch and see how your business can get the maximum benefit from your intellectual property.

### CONTACT DETAILS:

Peter McBride, Founder  
0141 255 0295  
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