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*Finance matters: Left, IoD chief economist Graeme Leach told a Black Country business seminar that SME financing was the “number one economic issue of the present time”, and that the Wolverhampton-based loans company Black Country Reinvestment Society (BCRS) offered an interesting alternative to the traditional funding providers. Pictured with him are Paul Kalinauckas, CEO of Black Country Reinvestment Society, and IoD regional chairman John Rider. See page 9.*

## Economic concerns are holding back West Midlands businesses

by **John Rider**,  
Chairman, IoD West Midlands Region

WELCOME to the first issue of *IoD West Midlands* in 2011.

I had hoped, by now, that I could be reporting better news on the economy, with business confidence rising. The reality is that conditions in our local economy remain very challenging. Thankfully, some manufacturers are still doing well but the future remains uncertain for the majority of businesses in our region.

Nationally, the economy worsened in the last quarter of 2010 – even on the revised figures, our GDP dropped by 0.6%, much of it blamed on the weather. The latest IoD UK economic outlook predicts GDP growth will be just 1.2% in 2011, (unchanged from our previous quarterly forecast in November).

Growth is being hit by falling household income, which is the result of a ‘pincer movement’ from higher inflation and higher taxes.

In Europe, the German economy is steaming ahead, driven by an exports boom,

and it is a real example to us all; no skills shortages holding back growth over there. Germany continued producing engineers and apprentices throughout the downturn.

### Confidence

Business owners have to operate with whatever shade of politics is running the country. Our hope must be for consistency and sound leadership from Government to create the macroeconomic conditions that will restore confidence and encourage economic growth.

### Interest rates

Confidence remains low and our regional recovery is on a knife edge. I believe that the Monetary Policy Committee should resist bowing to inflationary pressures and should maintain interest rates at their historic low levels for a few months more.

I am very concerned that three out of the nine MPC members are now in favour of a rates jump which, were it to take place, could undermine recovery and potentially slow investment and the creation of new jobs in the region. I believe that with the economic cuts,

higher VAT and National Insurance, public sector job losses and oil price mayhem, this is not the time to be considering monetary tightening.

Therefore, I strongly urge the MPC members to keep their nerve: interest rate increases now could increase the value of the Pound and, in turn, this could affect our manufacturing export prospects.

However, I do not think the Chancellor needs to resort to a Plan B. If he slows the reductions made and others proposed in public spending, it could be more damaging to GDP growth than maintaining the current course.

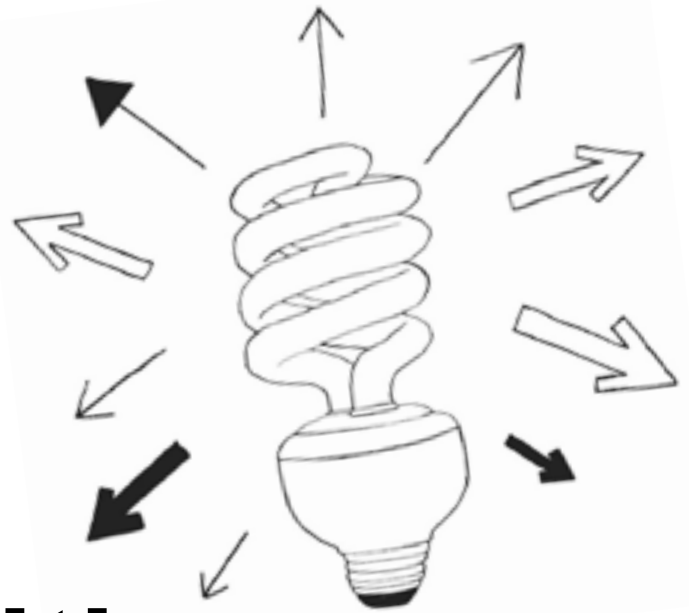
### Local Enterprise Partnerships

Six Local Enterprise Partnerships (LEPs) are being established as the replacement for Advantage West Midlands. The Black Country and Worcestershire have now joined the other four created towards the end of 2010 to work for our region. I argued last year that LEPs should be “at least as good as the organisation they are replacing” and should not be simply ‘talking shops’.

**Continued on page 03 » » »**

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HS2... offers the chance for substantial job creation in our region... it's not just about speed but connectivity – there are many examples around the world of high-speed trains that have positively transformed local economies... the Government needs to hold its nerve in favour of the creation of a rail infrastructure that can support economic activity”

**John Rider, Chairman, IoD West Midlands**

#### « « « Continued from page 1

There are some really talented, committed, business people involved, including our own Francis Christie in Worcestershire. LEPs have no money and no statutory responsibilities and some of the meetings are reported to be Local Authority-dominated, not business-led, as promised. Hopefully, they will succeed and the (unpaid) business people will stay engaged, but the jury is out...

#### Fuel prices

The problems in North Africa and parts of the Middle East are forcing oil prices up, with some commentators predicting \$200 a barrel. Yet Libya accounts for only 1.6 per cent of world oil production so the problems seem somewhat out of proportion, as Saudi Arabia could pick up that shortfall in production with few problems.

It's worth remembering that, in the UK, the majority of the cost of fuel goes to the Government in the form of duties and taxes. The Chancellor has hinted that he may take action on prices in the forthcoming budget. So let's hope it's significant support.

#### Banks

We recently hosted a well-attended event at Wolverhampton Science Park with The Black Country Reinvestment Society and examined their co-operative model of lending. See page 9 for a full report.

Interestingly, the banking debate rumbles on with Mervyn King, Governor of The Bank of England, raising the prospect of another banking crisis. He raised the 'too big to fail' debate again and his blunt remarks included criticism of banks chasing short-term profits and failing to support SMEs. The BoE is due to take over regulation of banks shortly from the FSA – watch this space!

#### Bright spots?

Are there any reasons to be more optimistic? Yes, there are. Firstly, let's look at public sector job losses. The position may not be as bad as first thought: the Office for Budget Responsibility (OBR) originally predicted 490,000 job losses in its June 2010 report, but it has downgraded that prediction to 330,000 over the next four years. Interestingly, in the recession in the early nineties the public sector lost more jobs – around 500,000. Any job losses are regrettable and damaging to individuals, families and our regional economy but macho political rhetoric reported in the press has certainly contributed to the uncertainty we are all feeling.

#### Enterprise

As a member of the Regional Enterprise Board, I welcome the announcement by the Prime Minister that they

really intend to support enterprise. We were promised a Growth White Paper last autumn and it was disappointing that it was delayed. The next Budget is on 23 March and, hopefully, many initiatives will be revealed that will help businesses to grow, prosper and create much-needed jobs. Enterprise zones are proposed for our region and will include lower business rates and simplified planning laws. Let's hope that we also hear (at last) about reductions in red tape, which makes starting and running a business so complicated and costly at present.

**Consultation has started on HS2**, the much talked about plan to create a high-speed rail network in the UK. It offers the chance for substantial job creation in our region. Our current network will be at capacity in a few years so it's not just about speed but connectivity – there are many examples around the world of high speed trains that have positively transformed local economies. No doubt 'Nimbyism' will feature heavily in the debate but the Government needs to hold its nerve in favour of the creation of a rail infrastructure that can support economic activity into the future. We will feature more on the debate in our next issue.

**'Surround yourself with high-grade people and let them work unencumbered'** is advice often given by business leaders. Owners of SMEs in our region will shortly be able to employ graduates on various paid internship schemes on a 'try before you buy' approach to recruitment. Announcements are expected soon from a group of local universities hoping to replicate the success of last year's WM Graduate Internship Scheme.

#### Social enterprise

In a similar vein, much has been said about the importance of social enterprises, and IoD West Midlands has pledged to support their development by working with Social Enterprise WM and others. More details in a future issue.

Finally, 31 March is a date for your diaries as we host the 2011 Director of the Year awards at the Botanical Gardens in Birmingham.

The judging panel has completed its work and we are really excited about the genuinely high standards of the entrants and winners. We have a lot to be proud of and the evening will be buzzing.



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## IoD NEWS: DIRECTOR GENERAL VISITS THE REGION



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# Education is key to economy says director-general

**IOD DIRECTOR-GENERAL Miles Templeman delivered a lecture on the need for stronger links between education and business at the University of Staffordshire during a recent fact-finding visit to the region.**

The university has formed strong links with the business community and the lecture was part of a series entitled *Be Inspired* and run in partnership with IoD West Midlands.

Miles spoke about the relationship between education and business, and cited education as the number one priority for the UK as it was the only way to maintain global competitive advantage.

But it was up to business and education to engage and come together in a more meaningful way. Governments would not solve our problems and could only be asked to create the right frame work. Universities would need to be more commercially minded, and business needed to play a much more active part.

In a wide-ranging address Miles called for a new approach in education, with basic skills to be embodied in all subjects and better career guidance in schools. Career advisors generally needed to be much more valued in the educational world.

He urged schools to develop a much better understanding of the business world, with more joint working and co-operation with outside agencies.

From the Government perspective, Ministers needed to be less hung-up on endless new initiatives which, although satisfying personal ego trips, would never provide a magic panacea.

En route to the university the Director-General called in at Aspray Transport in Willenhall, where he was given a warm welcome. This family business is run by father and son, Pat and Stuart Laight, both of whom are long-standing members of the IoD, and Stuart is a Chartered Director.

This global logistics business employs over 500 people from its HQ in the West Midlands. Miles heard how Aspray's 15 depots had met the challenges of the recession and rising fuel prices and managed to maintain its successful record.

The firm is quietly optimistic about better economic times returning and on that basis has invested heavily in the most up-to-date equipment and systems so they will be poised to leap ahead when the real upturn comes.

See [www.aspraytransport.com](http://www.aspraytransport.com) for more information.



Family firm: Miles Templeman (third left) with (left to right) Aspray's Stuart Laight, Ian Priest and Pat Laight.



Educating business: Miles Templeman with the University of Staffordshire's Vice Chancellor, Professor Michael Gunn

# New Year's Honour for former IoD chairman

FORMER IoD chairman Richard Boot was made an OBE in the New Year's Honours, for services to business in the region.

Richard, 60, was regional chairman of the IoD for two three-year spells as well as being on the national council for 14 years.

Acknowledged as one of the city's top businessmen of his generation, Richard has spent much of his career at what is now accountancy giant KPMG.

When he joined the company, it was Peats, which eventually went on to become part of KPMG. Richard spent 35 years with the company, more than half of which was at partner level.

More recently, he has worked for Coutts, IT firm Tempus Group, and recruitment specialist Active Human Capital.

A Brummie born and bred, Richard now lives in north Worcestershire.

Royal approval: Richard Boot OBE



## New IoD service is UK leader for exec jobs

THE IoD has launched a new executive jobs and recruitment service for members.

Developed in association with TotallyExec, this dedicated jobsite provides executive jobseekers with instant access to the latest director-level jobs and career advice.

Not only can members search and apply for vacancies that might suit them, but they also have access to over 90,000 director-level jobseekers. Additionally, members will receive an exclusive 50% IoD discount on any recruitment advertising – a single job listing costs as little as £175.

See <http://jobs.iod.com/> for more.

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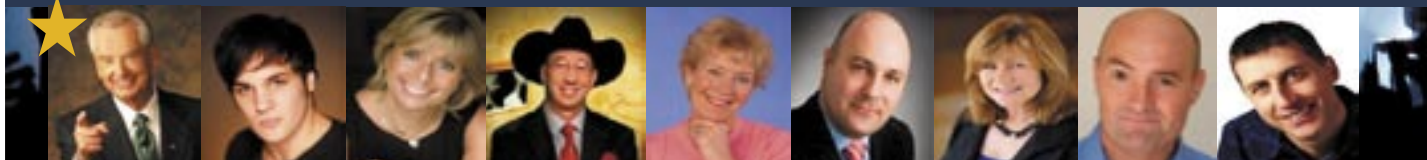
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**NEWS: IOD MEDIA LUNCH**

• Pictures by TONY FLANAGAN



## Mazars hosts IoD's annual media lunch

**INTERNATIONAL** accountants Mazars hosted the annual Institute of Directors Media Lunch at their Church Street offices in Birmingham.

The event was hosted by Mazars' Midlands regional partner David Chapman and his colleagues and IoD West Midlands chairman John Rider welcomed the region's senior business and political journalists. The lunch is organised annually by Andy Skinner and John Duckers of ASAP PR who operate the IoD's press office in the West Midlands, ensuring that the voice of the independent business director is heard.

*Pictures, clockwise, from top left:*

**Welcome:** David Chapman, Mazars; John Rider, IoD West Midlands chairman; and John Phillips, IoD regional director.

**TV appearances:** Steve Wood, Mazars; Keith Beech, ITV Central; Martin Long, Mazars; and Keith Beech, BBC.

**PR chiefs:** Jon Griffin, Birmingham Mail; Patrick Burns, BBC; Andy Skinner and John Duckers, ASAP PR.

**Laughter:** Lee Cartright, Mazars; Marc Reeves, TheBusinessDesk.com; Andy Coyne, Midlands Business Insider; and Alun Thorne, Birmingham Post.



## High-profile speakers secured for annual convention

THE IoD has secured some of the UK's most high-profile business leaders and best-known motivational speakers to address this year's national convention.

As the UK's leading business conference, the IoD Annual Convention is renowned for attracting an impressive line-up of speakers from business, politics, sport and the media and it is because of this that it attracts a large audience of business professionals as well as press from around the world.

Even better, the IoD has frozen ticket prices for the third-year running, making this event not only the best business event on the calendar but one of the most affordable, too.

The impressive line-up of speakers this year includes BSkyB CEO Jeremy Darroch; Mumsnet founder Justine Roberts; TUC general secretary Brendan Barber; West Ham chairman David Gold; UK CEO of McDonald's Jill McDonald; Olympic gold medal-winning athlete Jonathan

Edwards and entrepreneur and record breaker, Richard Noble.

The Convention takes place at the Indigo2 at the O2 Arena on Wednesday, 11 May. Alongside the keynote speeches, the conference features an entrepreneurs' panel discussion, networking opportunities and free business seminars and exhibitions.

For more information or to book your place, visit [www.annualconvention.iod.com](http://www.annualconvention.iod.com).

Alternatively, if you have any questions or to request a brochure, call (0)20 7766 8919.

*Speaking out: Jonathan Edwards and Jeremy Darroch (inset)*



# IoD joins forces with university to develop team of student mentors



## by John Phillips

IoD West Midlands regional director

THE IoD West Midlands Region is pleased to announce plans to develop even closer links with The University of Wolverhampton on a number of key projects.

There are several reasons for this:

- The Black Country economy is a very important driver of the West Midlands economy.

Manufacturing is picking up, thanks to improved efficiencies and helped by favourable exchange rates. There are some very competitive businesses crying out for good people to join them.

- The University has an important role to play through its Knowledge Transfer Partnerships and the help and support it can offer the business community in many areas

- Above all, our long-term aim must be to produce high-quality graduates who are committed to staying and working in our region

Together, we want to improve the communication between local business and the university and we would like to start with a Black Country student mentoring scheme. We are therefore appealing to all our members to give up some time on a voluntary basis to help a young person with their degree course and most importantly career aspirations.

## » Why do this?

Because IoD members are ideally placed to share their practical business experience with undergraduates. This can make a massive difference in shaping a young person's career. You can open valuable doors and really help a young person to understand what business is really about.

## » How much time will IoD members need to give?

Over a term it will probably average out to only about an hour per week.

Students will have exciting ideas but will lack the experience to create a business plan.

Accordingly they will benefit from high-quality independent advice and this may take a little longer but it's about setting direction rather than doing the work.

We would envisage an initial meeting for up to an hour and after that progression can be made with quick-fire email and telephone exchange.

There will be some commitment at the start to explain the scheme probably involving giving up an evening at the university.

## » » How do I get involved?

To start with, register your interest by emailing the IoD head office at [sue.hurrell@iod.com](mailto:sue.hurrell@iod.com)

I will be working closely with the Business School and initially we will hold an early evening week-day meeting at the university to pull all our volunteers together.

From this you will be asked to complete a short profile and we will explain a matching process.

There will be some training on both sides and the group will come together at various stages to monitor progress

If you don't feel able to help at the moment but can recommend a colleague, please do so.

**If you have any ideas of your own or have existing experience of other schemes, please do not hesitate to contact me on 0121 643 7801.**

## Financial advice

# Pension reform: make sure you reap the benefits available

by Paul Jones,  
Chartered Financial  
Planner at Torquil Clark



WE ARE NOW only a few weeks away from the end of the tax year and with it will come changes to pension legislation which could affect the way you save for retirement.

With so many changes to take on board, I have come up with five ways you can make the most out of the new bill before and after it comes into force.

1. New rules which reduce the maximum amount you can pay into your pension to £50,000 before incurring an annual allowance tax charge, come into effect in April 2011. There may still be the opportunity to contribute up to £255,000 into your pension this current tax year if your salary is below the anti-forestalling threshold (of £130,000 or £150,000) and has been for the past few years. You will need to act quickly as the money needs to be invested before the 5th April.

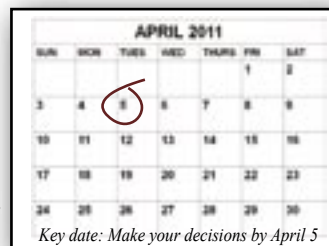
2. Despite the new cap, it may be possible to carry forward unused tax relief from the three previous years, providing you have held a registered pension scheme for at least three years. What this can mean is that by ensuring you make a minimal pension contribution in this year, you could create the facility for you to carry forward unused tax relief up to a cap of £50,000 into the next year.

3. Likewise, if you are subject to the anti-forestalling rules (so your salary exceeds £130,000) there may be some carry forward allowance applicable post-April 5, but seek advice before you act.

4. This year the individual income tax personal allowance disappears on a '£1 for every £2 earned' basis on earnings which exceed £100,000. Making a contribution into your pension, or better still making a salary sacrifice contribution to bring earnings back to £100,000, could achieve significant tax relief.

5. The reduction in the lifetime allowance for pension investment from £1.8 million to £1.5 million comes into effect in 2012. You can prepare for this change by considering your pension fund values and the level of contribution that can be made before this change happens. If you are in a final salary scheme get a calculation of your pension value, as you may be closer to the lifetime cap than you think.

It is important to seek financial advice before you make any contributions into a pension to ensure you do not exceed the current contribution limits.



## Want to know more?

For advice on this important topic, or any other financial matters, call Paul Jones on 0800 294 7199.

**NEWS: LOCAL ENTERPRISE PARTNERSHIPS**

# There's new hope for enterprise in Worcestershire, says IoD branch chief

**by Francis Christie**  
Chairman, IoD Hereford and Worcestershire

LAST YEAR, as part of its review of Government public sector spending commitments, the new Coalition Government announced the closure of Advantage West Midlands and the Business Link organisations.

At the same time it announced it wanted to replace them with Local Enterprise Partnerships (LEP), which would be business focused and business-led.

Herefordshire entered a joint bid with Shropshire, Telford and Wrekin Councils for The Marches in the summer of 2010, and this bid was successful. For more information on this LEP, see [www.marcheslep.org.uk](http://www.marcheslep.org.uk).

However, the Worcestershire bid was not successful in the first round and the question was asked by many, "has Worcestershire missed the boat?"

Two feedback meetings were arranged with the business community in November by the Chamber of Commerce and Worcestershire County Council. The

responses showed considerable business support and a Shadow LEP Board was formed with representatives from the major public sector and business organisations in Worcestershire. Among them was myself, in my capacity as chairman of the IoD for Herefordshire & Worcestershire.

I chaired key meetings of the Shadow Board and lead the drafting team which put together a business-led resubmission for Worcestershire. This was approved on the 13 December by Ministers at the Departments of Business, Innovation & Skills (BIS) and Communities and Local Government (CLG).

Now we have approval, a website has been developed and launched at [www.worcestershirelep.org](http://www.worcestershirelep.org). Over 60 applications are in for the Business Board. The LEP will be led by an Executive Board with 50/50 private and public representation and chaired by a leading business figure who will hold the casting vote for the business community.

It's a promising start and we hope to build on the excellent foundations we've laid down to provide a real asset for the Worcestershire business community.



Confident for the future: Francis Christie

## Flybe picks up travel industry recognition

FLYBE has been named the Best Short-Haul Airline for the second consecutive year at the 2011 Business Travel Awards held in London.

The awards are judged by top industry professionals and are regarded as the highest recognition given by the UK travel industry.

In securing the Best Short-Haul Airline award, Flybe beat off tough competition from such legacy carriers as British Airways, Lufthansa and Finnair.



For the first time, Flybe was also shortlisted in the Top 5 for the Best Airline Worldwide award in the company of British Airways, Lufthansa, Qatar and Virgin Atlantic Airways.

Mike Rutter, Flybe's chief commercial officer says: "We are delighted to receive such

high profile recognition and, of course, to receive the Best Short-Haul Airline award for the second year in a row makes it particularly special for our staff and for our passengers.

"We were also pleased to have been among the airline giants nominated for the Best Airline Worldwide. It is clear validation that we are now firmly positioned as an industry leader with a successful business model committed to connecting communities and providing

an affordable high-quality regional service for our business travellers. Our challenge now is to make it a triple next year!"

The awards are a vindication of the business model Flybe adopted on formation in 2002, with value pricing and a strong commitment to customer service.

The company showed its intent to continue to grow its routes and market share by placing a major order in summer 2010 for a new fleet of 140 Embraer 175 aircraft.

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# BCRS is a model to follow says IoD chief economist

THE IoD's chief economist, Graeme Leach, told a Black Country business seminar that SME financing was the "number one economic issue of the present time".

Mr Leach was speaking at Financing a Private Sector Recovery, a seminar hosted by Wolverhampton-based loans company Black Country Reinvestment Society (BCRS).

The event took place at the Technology Centre, Wolverhampton Science Park on 18 February. Other guest speakers included Professor David Bailey of Coventry University Business School, and the event was chaired by Wolverhampton South West MP Paul Uppal.

Graeme Leach told the meeting: "Today's debate has shown that SME finance is clearly an area of concern for companies.

"It is the number one economic issue of the present time, and it's going to remain one of the biggest issues because banks have to shrink their balance sheets even further. The challenge we face is how we do that and expand small firm finance.

"BCRS have a very interesting model. It has that localised element, with people on the ground who understand the needs of small firms.

"It's an innovative model that other areas of the



*Finance matters: From left, IoD chief economist Graeme Leach, Paul Kalinauckas, CEO of Black Country Reinvestment Society, and IoD regional chairman John Rider.*

country could learn from and I think it has some real potential."

Professor Bailey added: "The debate raised all the key issues. It's great to see BCRS being discussed in Parliament – it's an excellent model and a good way of spending RGF (regional growth fund) money, getting it into companies while multiplying its impact."

Paul Kalinauckas, BCRS chief executive, said: "I was delighted to see the IoD here, coming up from London to the Black Country to discuss the private sector recovery and commending our model as an alternative to the banking system."

## Alternative is debated at the IoD hub

BUSINESS VOICE West Midlands held a debate at the IoD Hub in Birmingham on the Alternative Vote (AV) system ahead of the planned referendum on 5 May.

Solihull Lib Dem MP Lorely Burt and Richard Burden, Labour MP for Northfield, spoke in favour of AV, saying that MPs would have the support of a majority of voters.

In their view, MPs would have to work harder for each vote and this would include giving better support to local business, they claimed.

The debate heard that the Conservative position is that the 'first past the post' system has served the country well in the past and there was no need to spend extra money on changing things.

Regional chairman John Rider said: "Members will need to make up their own minds on this issue.

"The presumed impact of Alternative Vote or no Alternative Vote is not thought to be significant for business, however."

# New college reaches major development milestone at Longbridge

CONSTRUCTION of the new £66 million Bournville College at Longbridge has reached an important milestone, with regeneration specialist St. Modwen and Shepherd Construction joining the celebration of the topping out of the development.

The new college is scheduled to be completed by September 2011, in time for a new intake of students.

When completed, the 4.2 acre campus site – which is at the junction of the A38 Bristol Road South and Longbridge Lane – will consolidate Bournville's three existing campuses, with capacity for more than 15,000 students.

The purpose-built 250,000 sq ft main building will house state-of-the-art education facilities including a learning resource centre with more than 300 computers, business school, construction and motor vehicle maintenance workshops, hair and beauty salons, restaurant and leisure and sport facilities.



**Topping out (left to right): Peter Millett (Shepherd Construction), Norman Cave, John Dodds (St Modwen) and Howard Saycell (Bournville College)**

Bournville College principal Norman Cave said: "For an educational facility to be described as iconic is truly unusual and I hope that this will open a new chapter in the development of new teaching environments.

"As well as being a catalyst in the regeneration of Longbridge, our new college will be one of the most modern further education facilities in Europe and will bring long-lasting benefits directly to the region. We are very excited about this project"

The college represents the first phase of the

redevelopment of the former MG Rover plant at Longbridge and has been designed by the Birmingham office of internationally-acclaimed architects Broadway Malyan.

The regeneration project will transform the area into a new town centre, including retail and leisure facilities as well as contemporary homes, offices and public open spaces.

Longbridge train station will create an excellent link between the new Bournville College campus and areas further afield such as Redditch, Erdington and Sutton Coldfield.

# Is your strategy working?

“How did you go bankrupt, asked Bill?”

“Two ways”, replied Mike. “Gradually,

... and then suddenly!” E. Hemingway, *The Sun Also Rises* (1926)



**Enron's folly:** *The Enron complex, in Houston, Texas, United States. The spectacular fall from grace of the power giant was 'unexpected' to many, but close scrutiny of its records exposed severe structural problems which made the company vulnerable to collapse*

by **Jean Pousson**,  
Lead Finance Consultant  
for the Institute of Directors

THE quote (left) epitomises the fact that companies very rarely fail suddenly. There is always a trail of evidence to suggest that all was not well, but often these are ignored by Boards and executives who convince themselves that things will improve and that things can be turned around.

There are many reasons, of course, as to how and why executives “miss it” or do not diagnose the full severity of the problem. I will focus here on some strategic reasons.

## Measure not just results but what *drives* results.

The real drivers of growth and profitability are often not fully understood. Bottom line-only analysis can be dangerous as it can mask emerging tensions. Clients often tell me that cashflow is the single biggest reason as to why businesses fail.

Well, yes and no! A lack of cash precipitates insolvency, granted, but there is a deeper question here: ‘Why is the cash flow negative?’

Once organisations (not to mention banks) really understand what is causing cash flow obstructions, only then can an intelligent diagnosis be made.

It's not just about the numbers, as crucial as numbers are. There are a host of qualitative, non-financial measurements that are equally crucial to an organisation's well being, eg,

## IoD West Midlands exclusive residential course

### Fast-track to unique qualification

UNIQUE to the West Midlands' region is the IoD **Accelerated Certificate in Company Direction**, a five-day residential programme for those who wish to gain the qualification in an intensive fast-track format.

The IoD's Certificate in Company Direction qualification is designed to equip directors with the essential knowledge and skills required to lead today's organisations.

For those that successfully pass the examination the designatory letters ‘Cert IoD’ can be used. It is also the first stage towards becoming a fully qualified chartered director.

The programme comprises of six modules, namely, the role of the director and the board, finance for non-financial directors, strategic business direction, effective marketing strategies, people mean business and leading strategic change.

The cost of the residential programme includes accommodation, food, course

materials and online e-learning. The venue is Ashorne Hill near Leamington Spa.

The group meets at 1700 on the Sunday and finishes on Friday afternoon.



*Ashorne Hill, host to the IoD fast-track course*

#### Course dates for 2011 are:

- Apr 10-15
- Jun 5-10
- Jul 31-Aug 5
- Sep 11-16
- Oct 9-14
- Dec 4-9

**Call us for more details**

To find out more about the IoD Accelerated Certificate in Company Direction, please contact:

**IoD Professional development team** on 0207 766 2601  
(email: professionaldev@iod.com),

**Your IoD regional team** on 0121 643 1868  
(email: sue.hurrell@iod.com)

or see the website at **www.iod.com/development**.



## DIRECTOR DEVELOPMENT: BOOSTING BOARDROOM PERFORMANCE WITH THE IOD

customer retention, market share growth, competitor behaviour, innovation, rate of new products introduction, to name but a few. It is therefore imperative that these are factored into the overall review process. This implies, of course, that there is a regular review process of the business's planned strategy!

With this in mind, here are a few questions/themes to be debated as part of this ongoing strategic review:

- *Is our business model still relevant?*
- *Is our vision also still relevant?*
- *We fully understand the external environmental changes and how they affect us*
- *We are comfortable with the changes that are happening in our industry*
- *Our competitors are not hurting us.*
- *We are conscious of new competitors and possible new ones and have mitigated accordingly.*
- *We track (and act upon) the slightest change in customer behaviour*
- *We track not just the sales order pipeline but any subtle changes as well*
- *Our margins are not under pressure. We have no need to discount. We could actually increase our price!*
- *Our suppliers are still happy with the*



*existing credit arrangements.*

- *Our banking relationship(s) are unchanged*
- *Staff retention is very good. People do not leave here.*
- *We validate our findings and views externally as well. For example, we have regular discussions with key stakeholders about industry movements and changes.*

How often are these issues debated properly at Board meetings? What is the nature and extent of your strategic review discussions? Far too often this review is only financial (which needs to happen, of course) but it needs to be broadened.

Another good exercise to do is to audit the past few minutes of Board meetings and analyse the nature and intensity of subjects covered (and

“

How often are these issues debated properly at Board meetings? What is the nature and extent of your strategic review discussions?

Far too often this review is only financial (which needs to happen, of course) but it needs to be broadened.”

not covered!)

Non-executive directors have a key role to play here in constantly “kicking the tyres” to ensure that the entire Board is alert to the above themes. Management layers – and beyond – also need to be educated to be sensitive to such key strategic success drivers.

Regular workshops, if well planned and intelligently facilitated, can be a very valuable source of extracting the knowledge that exists within the organisation. It never ceases to amaze me as to how often executives and Boards do not tap the wealth on information that is harnessed within the organisation and fall in the Henry Ford paradigm.

He is rumoured to have said: “Why is it that every time I ask for a pair of hands, a brain comes attached!”

## IoD course delivers the help successful small business leaders need as they manage growth

THE IoD has created a new course specifically aimed at those directors running small businesses who are struggling to cope with the increased demands of a successful business.

Being a director can be a lonely task in any organisation, but when you are a director in a small business you rarely have other people to whom you can turn for advice and guidance.

This isolation can often be coupled with feeling out of your depth on crucial issues – and as the business grows, so directors can be forced to concentrate on issues away from their own core skills.

*In many cases, being a director for a small business takes you so far out of your comfort zone you forget the way home!*

Directing a Successful Small Business from the IoD will help change this. The programme will support you in improving your business's performance and ensure you are prepared to deal

### Directing a Successful Small Business

**Duration:** Three days

**Location:** Brindleyplace, Birmingham

**Cost:** £1,700

**Date:** TBC

successfully with its growth. It provides a unique opportunity to network with other small business directors and combines this group learning with your own one-to-one session with an experienced executive coach.

The programme is ideal for smaller businesses who do not necessarily have general in-house expertise at hand. It will ensure that you have a full understanding of issues surrounding finance and the impact it has on your business and will leave you well-versed in your role and responsibilities. It will also ensure that you understand how strategic thinking works and are able to put together a precise and effective business plan.

**Directing a Successful Small Business** will answer the vital

questions for the good health of any small business or start-up:

- How should you, as managing director/owner/ founder, spend your time?
- How do you make the first director appointments during a growth phase?
- How do you identify, recruit and manage professional advisers?
- When a business grows the issues change and as a consequence the management issues become different – how do you identify these?
- Strategic planning is not only the preserve of large multinational corporations – how can you make sure you are on top of this?
- Do you know what lies behind your success?
- What is your source of

competitive advantage and how can you keep track of your competitors?

• How do you manage the issues when the directors are also majority shareholders?

The course will be held at the IoD West Midlands' regional HQ in Brindleyplace over three days, at a cost of £1,700. This is excellent value for money when you compare it with other products at this level.

It's never been more important that you are more effective director. This course will give you all the tools you need to make the most of your abilities and really deliver results

### How do I find out more?

Contact IoD West Midlands on 0121 643 1868 or the Director Development team on 0207 766 2601.



## IoD BENEFITS

# Make the most of IoD membership

THE IoD has over 43,000 individual members, all of them business leaders. They come from all company sizes, industry types and geographical locations.

As members of the leading organisation for directors

they all benefit from the support and advice that we provide.

Some of the exclusive benefits available to members are listed on this page.

## Office facilities

IoD membership gives you access to exclusive meeting rooms across the UK. They are perfect as an extra base in your home city or a drop-in facility when you are visiting clients away from your own office.

Our facilities are based in:

- London (Pall Mall and the City)
- Belfast

- Bristol
- Birmingham
- Cardiff
- Edinburgh
- Leeds
- Manchester
- Nottingham
- Reading
- We also have premises in Europe, in both Brussels and Paris.



## Money-saving benefits

As part of our commitment to provide members with valuable benefits, the IoD has sourced and negotiated a number of fantastic products and services for members, through affinity arrangements with leading organisations.

There's a wide range of specially sourced and negotiated member deals on a number of market-leading products and services including director's liability insurance, home insurance and car rental.

Members might like to know more about:

- Free access to 17 airport lounges
- Special rates from Hertz Car Hire
- InterContinental Hotel Group
- Professional insurances

For a full listing, visit [www.iod.com/speciallynegotiated](http://www.iod.com/speciallynegotiated).

## A policy voice that counts!

The IoD represents the views of the boardroom and the business world at the highest levels of the Government.

IoD members are present at senior levels of Government policy-making, and they carry the voice of business into the

heart of Whitehall. So talk to us about what's stopping your business from thriving – and we'll work to put it right.

## Information and research

AS AN IoD member, you can speak to the institute's experts for help with:

- Business research
- Tailored business advice
- Legal advice
- Tax advice

**NEW:** IoD members can now receive two free credit reports on their own company per calendar year, via the Business Information Service.

**NEW:** IoD members have exclusive access on a wide and diverse range of personal legal issues, such as wills, holiday bookings, divorce, etc.

## Develop – and network

### PROFESSIONAL DEVELOPMENT

The IoD offers a complete training and development portfolio, from exclusive director level training to executive coaching. New products are introduced all the time: see page 11 for details of our new programme to help small business owners handle the growth of their companies better.

### NETWORKING OPPORTUNITIES

Local events • National events • IoD Group on LinkedIn • Online business directory at [www.iod.com](http://www.iod.com)

## Members' offer: meet up for less at Eleven Brindleyplace

# 50%

## off room hire for IoD members

Start or finish your week on a high with **fantastic discounts** at Meetingspace in Eleven Brindleyplace.

Book **any meeting room** on a Friday or Monday and receive 50% discount.

To find out more simply call a member of the Meetingspace team on 0121 643 5504 or email [enquiries@meetingspace.co.uk](mailto:enquiries@meetingspace.co.uk).



This offer is available until March 31st, 2011 (terms and conditions apply). For further information on Meetingspace visit the website [www.meetingspace.co.uk](http://www.meetingspace.co.uk) or email [enquiries@meetingspace.co.uk](mailto:enquiries@meetingspace.co.uk)

## Follow your intuition, Tim Pile tells the YDF

TIM PILE, CEO of Cogent Elliot, recently delivered a highly articulate and thought-provoking presentation to the IoD West Midlands Young Directors' Forum. After giving his views on the economy he highlighted some key lessons from his very successful career as a director running major PLCs, including his time as CEO of Sainsbury's banking operation.

On the economy Tim quoted Winston Churchill "It is perhaps the end of the beginning". Not a double dip but a slow pull up. He cited two key reasons:

- We are familiar with the phrase 'the survival of the fittest'. There are some very lean and mean companies who have survived this deep recession and are now poised to take full advantage of the upturn that must surely follow.

- Deferral must end! Many purchases have been delayed during the recession but this effect cannot continue as equipment fails.

Tim warned that interest rates would rise during 2011 and leadership would be the defining mark of success. He underlined the importance of respecting customers and the need for forward investment.

On management Tim offered some golden nuggets of advice:

- Know your customer
- Know your enemy

- On change, Tim advised doing the difficult stuff at the start and continue to pay attention to the timescale of implementation by not explaining everything in one go.

Most powerfully Tim Pile advised IoD members to follow their intuition. He said: "We are the sum of our experiences and sometimes when I have questioned my intuition too deeply, relying on logic, I have made wrong decisions."



YDF chairman Michelle Leavesey with Tim Pile

## New members

The following business leaders have recently joined IoD West Midlands

Sunny Araf, MD, My Vision Security Ltd  
 Andrew Beedham, Partner, Clarke Willmott LLP  
 Roger Boak, Director, Outreach Sales Consultancy  
 Gordon Boden, Finance Director, The Photo Album Company  
 Michael Bound, Director, Border Oak Design & Construction  
 Rob Bhol, MD, DBS Law  
 Neil Bragg, Chairman, Horticultural Development Co  
 Angela Brierley, MD, Property Umbrella Solutions  
 Martin Buck, MD, Intelliga Communications  
 Jonne Ceserani, Director, Power & Grace  
 Ian Chapman, Operations Director, TRT Ltd  
 Grant Collins, Director, Peopleserve  
 John Corstophine, CEO, City Spirit Ltd  
 Ed Cross, MD XChanging plc  
 Vito Levi D'Ancona, Director, Anglo-Scientific Ltd  
 John Dillon, Director, JP Dillon  
 Geoffrey Draper, CEO, The Royal National College for the Blind  
 Fredrik Edenius, Principal, Anglo-Scientific Ltd  
 Andrew Flavell, Director, ADF Insurance Brokers Ltd

Mark Footman, Director, Change Intelligence Ltd  
 Bruce Frizzell, Operations Director, Studio 27 Ltd  
 Thomas Hamlett, Director, Godiva Bearings  
 William Haslehurst, Chairman, Haslehursts Ltd  
 Andrew Haslehurst, MD, Haslehursts Ltd  
 Neil Henderson, Director, Boyd Henderson Enterprises  
 Andy Howarth, Finance Director, Worcester Community Housing Ltd  
 Adrian Lamasz, MD, Jardine Lloyd Thompson Group plc  
 Anna Locker, Chairman, Lockwell Lectrics Ltd  
 Zeeshan Masood, DBS Law  
 Nick Poole, Sales & Marketing Director, Fleethire Ltd  
 Allison Priestley, Director, Peopleserve  
 Dr Girish Ravindranathan, Director, Sricreative Ltd  
 Matthew Reddy, MD, First Personnel Services  
 Geoffrey Roberts, MD, Effective Purchasing Ltd  
 Phil Swards, Director, De La Rue  
 Alan Whitely MD, Brookvex Academy Ltd  
 Simon Woodings, Senior Partner, Beswicks Solicitors LLP

## EVENTS

## Risk Management with Higgs & Sons Solicitors

**Date:** Tuesday, March 15  
**Time:** 1600 - 1845  
**Venue:** Higgs & Sons Solicitors,  
 3 Waterfront Business Park,  
 Brierley Hill, DY5 1LX  
**Cost:** £15 +VAT members  
 £25 +VAT non-members

Take the risk out of your business with this special seminar dedicated to risk management. IoD West Midlands has secured the services of three experienced speakers from Higgs & Sons to address the legal business risks facing directors in 2011. This seminar will take an interactive case study-based approach with topics including business succession planning and employees – your best asset or your biggest liability?

**To book: online at <http://www.iod.com/home/local-network/west-midlands/events> or contact [Sue.hurrell@iod.com](mailto:Sue.hurrell@iod.com)**

## YDF Education Series: Are You Caught in a Trap or Wanting to Set One?

**Date:** Wednesday, March 16  
**Time:** 1800-2000  
**Venue:** IoD Hub, 11 Brindleyplace,  
 2 Brunswick Square, B1 2LP.  
**Cost:** £40 + VAT (£48) members,  
 £50 + VAT (£60) non-members

Commercial disputes are costing British businesses £33 billion a year and large disputes consume over three years of management time! Our speaker from

Shoosmiths will share experiences and give a steer on the pitfalls to avoid, the traps to set when litigation is looming and how to avoid it in the first place.

**To book: online at <http://www.iod.com/home/local-network/west-midlands/events> or contact [Sue.hurrell@iod.com](mailto:Sue.hurrell@iod.com)**

## IOD West Midlands Director of the Year Awards Dinner

**Date:** Thursday, March 31  
**Time:** from 1900  
**Venue:** Birmingham Botanical Gardens,  
 Westbourne Road, Edgbaston,  
 Birmingham, B15 3TR  
**Cost:** £55 + VAT (£66)  
 Tables of 10 available at  
 £500 + VAT (£600)

Join us at the Birmingham Botanical Gardens for an evening dedicated to the West Midlands' most enterprising, innovative and deserving directors. See page 16-19 for more details.

**To book: online at <http://www.iod.com/home/local-network/west-midlands/events> or contact [Sue.hurrell@iod.com](mailto:Sue.hurrell@iod.com)**

## YDF: The Education Series Avoiding HR Traps

**Date:** Thursday, April 7  
**Time:** 1800-2000  
**Venue:** IoD Hub, 11 Brindleyplace,  
 2 Brunswick Square B1 2LP  
**Cost:** £40 + VAT (£48) members  
 £50 + VAT (£60) non members

Update your employment law knowledge with top tips from Jonathon Coley, partner at

Pinsent Masons LLP. Armed with stories from the front line so that members can learn from others' mistakes, Jonathon will help attendees' to understand key areas of employment law, identify where they may require further help and increase confidence in dealing with day-to-day employment law issues.

**To book: online at <http://www.iod.com/home/local-network/west-midlands/events> or contact [Sue.hurrell@iod.com](mailto:Sue.hurrell@iod.com)**

## YDF Breakfast series with Gary Taylor

**Date:** Wednesday, April 20  
**Time:** 0730-0930  
**Venue:** Cobbetts, One Colmore Square,  
 Birmingham, B4 6AJ  
**Cost:** £20 + VAT (£24) members,  
 £40 + VAT (£48) non-members

Welcome back Gary Taylor, joint Managing Director at Argent Group plc, to give us an insight into the future developments for Birmingham City Centre.

**To book: online at <http://www.iod.com/home/local-network/west-midlands/events> or contact [Sue.hurrell@iod.com](mailto:Sue.hurrell@iod.com)**

## Stay Competitive with Simple IT Solutions

**Date:** Thursday, May 5  
**Time:** 0730-0930  
**Venue:** Loudon Suite, Birmingham Botanical  
 Gardens, Westbourne Road,  
 Edgbaston, Birmingham, B15 3TR.  
**Cost:** FREE

In association with Symantec, world leaders in IT security software, this event will explain the importance of keeping your business in peak

# Minister to speak at Coventry inaugural dinner

**Date:** Thursday, 23 June  
**Time:** 1915  
**Price:** £35+ VAT (£42) members and guests  
 £45+VAT (£54) non-members  
**Venue:** Mercure Brandon Hall Hotel, Brandon,  
 Warwickshire CV8 3FW  
**Dress Code:** Lounge Suits

**LOCAL GOVERNMENT MINISTER**  
 Eric Pickles is to be guest of honour at the Coventry & Warwickshire Branch's inaugural annual dinner on 23 June.

He will be joined by Neville Bain, chairman, Institute of Directors. The event is at the Mercure Brandon Hall Hotel, Brandon, Warwickshire, 7.15pm for 7.45pm.

Eric Pickles was appointed Secretary of State for Communities and Local Government by Prime Minister David Cameron on 12 May 2010. Previously he was chairman of the Conservative Party until being succeeded by Baroness Warsi. Born in Keighley, Pickles attended

Greenhead Grammar School and Leeds Polytechnic. He was born into a Labour-supporting family – his great grandfather was one of the founders of the Independent Labour Party, and described himself as “massively inclined” towards communism as a boy – but he joined the Conservative Party in 1968 after the Soviet Union invaded Czechoslovakia.

Dr Neville Bain is chairman of the IoD. He was born in New Zealand and has worked in various senior finance and general management international roles. His main career was with Cadbury Schweppes plc where for 27 years he occupied roles of finance director, commercial director and managing director in different countries. His final roles in that company were Managing Director of worldwide confectionery and Group Deputy CEO and Finance Director. He then joined Coats Viyella as CEO, where he stayed for five and a half years. Since 1990 Neville has had

a portfolio of roles involving non-executive directorships and investments in businesses.

Past posts have included chairman of The Royal Mail Group, the Hogg Robinson Group and Scottish & Newcastle. Current roles are chairman of trustees of Scottish & Newcastle and Hogg Robinson's Pension Funds.

Call IoD head office on 0121 643 1868 to book tickets.





**Coalition partners:** *Nadhim Zahawi MP and Lorely Burt MP with IoD Coventry and Warwickshire chairman Martin Gower*

**THE IOD Coventry and Warwickshire Branch welcomed two of their local MPs, Nadhim Zahawi, Conservative MP for Stratford on Avon, and Lorely Burt, Liberal Democrat MP for Solihull, to speak to members over breakfast about their experience as parliamentarians in the Coalition Government.**

Lorely, elected with a majority of just 175 votes, described the coalition as a new and different way to do business with the best policies taken from each partner.

After 65 years of waiting for power, the Liberal Democrats could not be keener to "make a difference", she said.

She admitted that her party had become unpopular. In opposition they were always seen as the 'nice people' but Government had proved they were equipped to take the tough decisions when required and as a result of this Britain's all important Triple A credit rating had been maintained.

Nadhim compared his role as an MP to that of running a business. After being elected he set up a smooth-running machine to deal with a large volume of



case work generated by his constituents. As in business, the need to focus was important, he said.

As the founder and chief executive of You Gov from 2000 to 2010, Nadhim had quickly been chosen to serve on the select committee for BIS (Business Innovation and Skills).

He said: "I think you get more respect from parliamentary colleagues by specialising in one important area."

He concluded by saying that every single Labour Government had run out of money but this time it would be a coalition government that would repair the damage.

IoD committee member for the Coventry and Warwickshire Branch Susie Ankrett gave the vote of thanks and compared the coalition with a good marriage where both partners make sacrifices and resolve their differences.

condition. The internet is allowing small and medium sized businesses to compete with the larger companies, win business and effectively weather the storms of economic uncertainty. This is a chance for you to pick up a range of tips and techniques for keeping your business healthy and competitive.

**To book:** online at <http://www.iod.com/home/local-network/west-midlands/events> or contact Sue.hurrell@iod.com

## **YDF: The Education Series Sharpening the pencil: Effective strategic planning**

**Date:** Monday, May 16

**Time:** 1800-2000

**Venue:** IoD Hub, 11 Brindleyplace, 2 Brunswick Square, Birmingham B1 2LP.

**Cost:** £40 + VAT (£48) members, £50 + VAT (£60) non-members

Participants will be taken through a process of planning that better assures implementation by virtue of its inclusive approach. It will provide a route-map for iterative strategy development that hard-wires implementation for dynamic entrepreneurial growth.

**To book:** online at <http://www.iod.com/home/local-network/west-midlands/events> or contact Sue.hurrell@iod.com

## **Growing your business out of the recession**

**Date:** Wednesday, May 18

**Time:** 0900-1230 followed by buffet lunch

**Venue:** Worcester Business School, University of Worcester, Castle Street, WR1 3AS.

**Cost:** £45 + VAT (£54) members, £60 +VAT (£72)

This seminar has been developed for executive level business leaders and partners of professional service organisations to think about how they can position their business for growth.

It will be led by Dr Mike Bagshaw and Bill Riley who have extensive experience working with such clients as Pfizer, Kimberly Clark, Glaxo, Qinetiq, the MoD, P&O Cruises and British Aerospace.

Participants will receive a Certificate of Attendance from the University and the IoD which can be incorporated into their Continuing Professional Development (CPD) portfolio.

**To book:** online at <http://www.iod.com/home/local-network/west-midlands/events> or contact Sue.hurrell@iod.com

## **Digital Marketing**

**Date:** Wednesday, June 8

**Time:** 1630-1830

**Venue:** Technology Centre, Wolverhampton Science Park, Wolverhampton WV10 9RU

**Cost:** FREE

Social networking has grown significantly in the last 24 months; find out if Facebook is right for your business, why LinkedIn is your new marketing team and how to benefit from Tweeting. Our speaker, Annmarie Hanlon,

author of *Quick Win Marketing/Quick Win Digital Marketing*, is a fellow of the Chartered Institute of Marketing and has over 20 years of experience providing advice and consultancy on digital marketing for business.

**To book:** online at <http://www.iod.com/home/local-network/west-midlands/events> or contact Sue.hurrell@iod.com

## **The military decision-making process: Can it deliver on Civvie St?**

**Date:** Friday, June 17

**Time:** 0830-1530

**Venue:** The Lake, Barston Conference Centre, Marsh House Farm Lane, Solihull B92 0LB

**Cost:** £75 VAT (£90)

An interactive professional development experience, this event will provide an insight into the military decision-making process and explore some of the similarities with the business world.

This YDF event will focus on leadership and will give guidance in how to perform under situations of extreme stress.

This will be a unique event led by two of the British Army's most senior soldiers: Brigadier Tim Radford, commander of Task Force Helmand, and Brigadier John Crackett, one of the army's most senior reservists and CEO and chairman of E.ON UK.

For more on this event, see page 20.

**To book:** online at <http://www.iod.com/home/local-network/west-midlands/events> or contact Sue.hurrell@iod.com

**Call 0121 643 1868 for details on any event**

## IOD WEST MIDLANDS DIRECTOR OF THE YEAR AWARDS



# Who will win the race to be West Midlands' Director of the Year?

**THE time for nominations is past: all the entries are in and have been evaluated by our independent panel of business experts – and now we're just waiting to find out who's been named the IoD West Midlands Director of the Year for 2011.**

For the past two months we've been looking for the director who helped stem the tide of recession from engulfing his/her business, or who put in place strategies that led their company to increased growth and profitability.

**And now the judging is completed we're looking forward to unveiling the region's finest business leaders at a special awards ceremony on March 31 at the Botanical Gardens, Birmingham.**

On the evening we will announce eight awards:

### In association with



- **The Young Director of the Year**
- **Director of the Year (large company)**
- **Director of the Year (SME)**
- **International Director of the Year**
- **Public Sector/Third Sector Director of the Year**
- **Family Business Director of the Year**
- **Director of the Year for Environmental Leadership and the West Midlands' overall**
- **Director of the Year 2011**

Tickets for the event are available for £55, with tables of 10 at £500. Dress code for the event is lounge suit. For more details on how to attend this awards dinner, contact the IoD regional office on 0121 643 1868 or book online at [www.iod.com/westmidlands](http://www.iod.com/westmidlands) » events.

This is a new event for 2011 but it follows on from the highly successful IoD West Midlands Young Directors of the Year Awards held in previous years.

It's a great opportunity to celebrate the best of business in the West Midlands and give them the accolades and recognition they deserve.

Each West Midlands category winner will automatically go forward to the prestigious IoD national awards, to be held in Lancaster House, London on 23 September, 2011.

## Main sponsor: **University of Wolverhampton**

### A University that means Business

RECOGNISED as one of the most entrepreneurial, business-facing universities in the region, the University of Wolverhampton has supported over 900 businesses in the past year with consultancy, skills development and research.

We're experts in identifying the needs of businesses and responding to them, and continue to be in the top 10 UK universities for delivering economic development and regeneration programmes with companies.

Currently ranked second in the UK for Knowledge Transfer Partnerships (KTPs), in 2009 we were awarded project leadership of the regional KTP programme, supporting the 11 other local universities.

Through a Knowledge Transfer Partnership graduates can become part of your workforce for up to three years and can work at your company on a project of strategic importance,

supported by an academic expert, and with the opportunity of accessing the skills and facilities of the University.

We offer free recruitment services for potential employers – taking the hassle out of the recruitment process. Our Employer Liaison Team can handle your full-time, part-time and seasonal vacancies, and advertise them to all of our students and graduates via our online jobs database. So whether you're looking for a recent graduate with fresh ideas, part-time support or extra staff for vacation periods, we provide a fast, effective way to reach an audience of thousands.

Whether you are a new business looking for affordable incubation space or an established business looking to grow, you can access hi-tech support and facilities from our advanced e-Innovation Centre at our Telford Campus, or

at Wolverhampton Science Park. Our specialist IT training and solutions provider, IT Futures, is also on hand to offer you support.

If you have a new product to develop, our Lord Stafford Award-winning Caparo Innovation Centre can help turn your ideas into reality. Our team of consultants can work with you to deliver the results you need, whether its rapid prototyping, laser sintering or CAD training.

Alternatively if you are looking to develop the skills of your existing workforce we offer a range of full and part-time courses as well as training and consultancy delivered flexibly at our premises or yours.

Whatever your business need we have the experts who can work with you to help your business grow. To find out more, call 01902 321272, or visit: [www.wlv.ac.uk/business](http://www.wlv.ac.uk/business)

## Category sponsors

### Young Director of the Year: **gap personnel**

The sponsor of the IoD West Midlands Young Director of the Year award, **gap personnel**, is clearly a company for whom the contribution of young directors is a vital part of its on-going success.

Its founder and managing director, Gary Dewhurst, commented: "Here at gap personnel we value the energy and dynamism that young directors can bring to an organisation, which is why we decided to sponsor this category.

"Indeed, six members of our eight-strong board of directors are aged under 42 and so would themselves qualify to enter – and two of our board, UK operations directors Mark Roberts and Emma Ceballos, have been with



gap since the very beginning, joining us from university in 1998 and progressing through the ranks."

An industrial recruitment specialist, gap, which last year opened a flagship office in Hall Green, Birmingham, is growing confidently at the moment, particularly in the West Midlands. "This region is a key growth area for us, and from our work with our clients we know the region has plenty to shout about.

"Strong manufacturing-led growth which powered the West Midlands to the top of the UK regional performance rankings at the end of last year is the latest cause for optimism."

gap personnel places more than 1,000 temporary workers a week in the Midlands and 5,000 nationally. Headquartered in North Wales, the company was recently named one of the top 10 industrial recruiters in the UK for the second year running.

For more information, see its twin websites: [www.gap-personnel.com](http://www.gap-personnel.com) – the website for employers – and [www.gappersonneljobs.com](http://www.gappersonneljobs.com) – the website for jobseekers.

### Family Business Director of the Year: **Irwin Mitchell**

IRWIN MITCHELL is one of the leading full service law firms in the UK, with over 2,100 people in eight UK offices.

Our Birmingham office has over 250 staff – all of whom are passionate about the law and ensuring businesses receive the very best legal advice in a range of areas including employment, property, commercial, litigation, wills, trust and family law.

It's not only the law that is important to us here at Irwin Mitchell though, we're also passionate about the West Midlands economy and those businesses – large and small – which make this region such a success.

We recognise that this success isn't a given



and welcome the vital role company directors play in creating jobs and ensuring the Midlands continues to enjoy such a strong and vibrant economy.

In particular, Irwin Mitchell is proud to work closely with the IoD in producing a quarterly legal advice column for the membership in *IoD West Midlands*, as well as running joint training seminars with the IoD on such subjects as pensions, avoiding employment tribunals and legislative updates

As a firm Irwin Mitchell supports a number of family business within the region and feedback from clients indicates that we offer pragmatic and commercial advice and are tenacious in achieving our clients' goals.

We are delighted to be able to show our support through our sponsorship of these IoD Director of the Year Awards.

We'd like to wish all those nominated the very best of luck, and take this opportunity to wish other company directors across the region continued success in the future.

**Fergal Dowling,**  
Partner and Head of Irwin Mitchell

### Large Business Director of the Year: **Turkish Airlines**

TURKISH Airlines is the flag carrier of its home nation but it's far-flung route network means it is a true global airline.

It has a simple goal: to become the preferred leading European air carrier with a global network of coverage thanks to its strict compliance with flight safety, reliability, product lines, service quality and competitiveness, while maintaining its identity as the flag carrier of the Republic of Turkey in the civil air transportation industry.

A member of the Star Alliance, flights



from its hub in Istanbul reach all corners of the world through either its own aircraft or through its connections with its fellow Star Alliance members.

As well as services to all major European cities, other regular flights take passengers further afield to such destinations as Beijing,

Shanghai, Seoul, New Delhi and Singapore.

Its modern aircraft fleet from Airbus and Boeing provide the finest of in-flight comfort, dining and entertainment.

Business travellers now have a new option with Turkish Airlines introducing Comfort Class, which delivers the privileges and convenience of Business Class but with the reasonable purchasing rates of Economy Class. Its frequent flier scheme, Miles&Smiles, rewards the loyalty of regular customers with more services, privileges and other advantages.

To book your tickets, call **0121 643 1868**  
or go to [www.iod.com/westmidlands](http://www.iod.com/westmidlands) » events



**DIRECTOR OF THE YEAR AWARDS**

# Our after dinner speaker....

## **Ian Woodall: The Tao of Everest**

OUR guest speaker at the Director of the Year Awards Dinner is a man whose climbing achievements are regarded as legendary among the select company of 'high mountain men'.

Ian Woodall is one of small band to have climbed Mount Everest by both its south and north sides.

Yet while this amazing feat by itself would prove an enthralling tale, it is not simply his climbing achievements alone that Ian will be talking about at the awards dinner.

During his career, Ian has had to face challenges far greater than just getting to the summit of the world's greatest peak, challenges which pushed his body and mind to the edge of human endurance.

In *The Tao of Everest*, Ian will recount some of his exploits on the world's highest mountain, and explain the pull of this extraordinary natural phenomenon.

He will also recount some of the dangers involved in tackling Everest, dangers which have been only too obvious to him during his many climbs. During one of his ascents, Ian's team were trapped at 8,000 metres in the worst storm in Everest history, one which would ultimately claim the lives of five fellow climbers. Two years later, while attempting an ascent from the north side of Everest, Ian stopped to try and help a dying American climber, but sadly he was unable to help her, and he had to leave her to secure the

safety of his own team.

Ian will bring his amazing story – and that of the mountain itself, to our awards evening in stunning fashion.

It's a tale that not only highlights the extremes that some people are prepared to push themselves to, but also offers insights into what he learned about himself during these ordeals, insights that reinforce the principles of personal inspiration and practical leadership. Ian's expeditions are all about trust in your fellow climber, of working as a team and striving together to reach the same goal: lessons which can be taken into the workplace and used as leadership tools.

### **About Ian Woodall**

Ian was born in England, but then spent 22 years in South Africa before returning to the UK. Between 1996 and 2007 Ian conceived, planned and led five expeditions to Mount Everest, reaching the summit on two occasions.

Before embarking on his Everest expeditions Ian worked as a school teacher, a catering manager, an internal auditor, as well as serving as an officer in the British Army.

### **How others viewed Ian's presentation:**

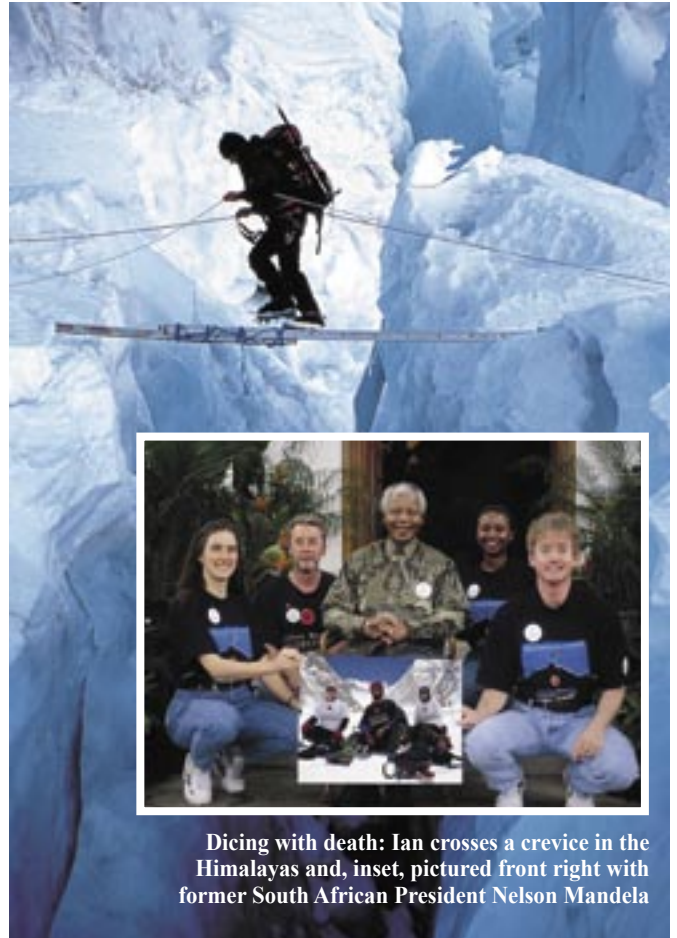
**"Feedback has been wonderful. They keep asking if you'll be back",**

*Geoff Runcie Aberdeen and Grampian Chamber of Commerce:*

**"Nothing but positive feedback from the audience,"**

*Ian Blackman, Component Obsolescence Group, Cambridge*

**"Wonderful way of sharing leadership practices,"** *Surrey Chamber of Commerce, London, England*



**Dicing with death: Ian crosses a crevice in the Himalayas and, inset, pictured front right with former South African President Nelson Mandela**

# Our awards evening compere...

## **Melanie Smart**

OUR compere for this evening's awards is a lady who is a well-known face – and voice – to the West Midlands business community. Melanie Smart is an ex-mechanical engineering apprentice with a passion for the sector who has now turned her talents to become an accomplished after-dinner speaking.

She's also appeared on Page 3 of a national newspaper – but it was in the *Financial Times*, and it was as a result of an impassioned outburst in front of one of the paper's top business journalists in defence of the region's manufacturers.

She's worked extensively in the application of enterprise business systems, primarily for the aerospace/defence markets, initially as a consultant and latterly as managing director. She's very passionate about the role

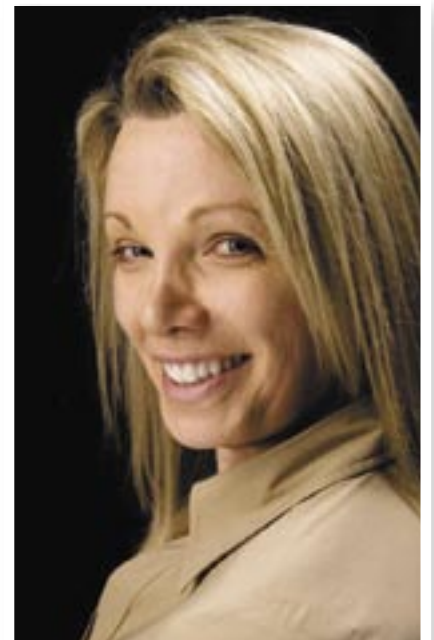
of engineering and manufacturing in the UK, and has worked on various not-for profit projects with Prof Krish Bhaskar, who led the Triple A bid to buy MG Rover in 2005.

Her successful work in sales and marketing and natural flair for presenting took her into a new direction, however, as an event compere and after-dinner/conference speaker.

She is now regularly seen behind the microphone at business events and conferences across the Midlands and UK, offering a blend of inspiration, passion and more than a little humour. In fact, she's even tried her hand at stand-up comedy.

Her talents for entertaining audiences have led to her representing our region in the UK/Ireland public speaking finals.

Melanie can be contacted via [mel@melaniesmart.com](mailto:mel@melaniesmart.com)



**To book your places at this high-profile event, go online to**

**[www.iod.com/westmidlands/events](http://www.iod.com/westmidlands/events)**

or fill in the form below and send it to Sue Hurrell at  
**Eleven Brindleyplace, Birmingham B1 2LP**  
 or fax it to **0121 633 7264**



*Photocopy this form before filling it in to avoid damaging your magazine*

**Name:** \_\_\_\_\_

**Membership No:** \_\_\_\_\_

**Company Name:** \_\_\_\_\_

**Email:** \_\_\_\_\_

**Phone Number:** \_\_\_\_\_

**Fax Number:** \_\_\_\_\_

**Address:** \_\_\_\_\_

Please reserve me \_\_\_\_\_ places at the **IoD West Midlands Director of the Year Dinner, March 31, 2011, at the Botanical Gardens, Birmingham**

Tickets for the awards dinner are £55 + VAT (£66.00). Tables of 10 are £500 + VAT (£600.00)

Guests' names	Company
_____	_____
_____	_____
_____	_____
_____	_____

**Please supply additional guest details on a separate sheet.**

**Please advise below any special dietary requirements arising from your booking**

\_\_\_\_\_

I enclose a cheque for £\_\_\_\_\_ (inc VAT) made payable to the IoD

Or charge my card for £\_\_\_\_\_ (inc VAT) as follows:

Type of card:  Amex  Visa  Mastercard

Name on card: \_\_\_\_\_

Card number: \_\_\_\_\_ Start date: \_\_\_\_\_ Expiry date: \_\_\_\_\_ Security code: \_\_\_\_\_

Address & Postcode to which the card is registered (if different): \_\_\_\_\_

\_\_\_\_\_



**Terms and Conditions**

Early booking is recommended as places are limited; no reservations can be held without payment. Please complete and return the form below with full payment or book online at [www.iod.com](http://www.iod.com). Notice of cancellation must be given at minimum 5 working days before the event for a full refund. Confirmation and any further details will be issued 5 working days before the event. The IoD reserves the right to alter the arrangements.

## EVENTS EXTRA: MILITARY DECISION-MAKING

# Bringing the army life into the business world

## The military decision-making process: Can it deliver in Civvie Street?

**Venue:** West Midlands Golf Club, Barston Solihull, B92 0LB  
**Date:** 17 June 2011.  
**Dress:** Casual, suitable for standing on a golf course! In case of inclement weather there will be no outdoor period.  
**Cost:** £75 + VAT  
**To book:** Call Sue Hurrell on 0121 643 1868 or visit [www.iod.com/westmidlands](http://www.iod.com/westmidlands)



ON 17th JUNE 2011, IoD West Midlands will be hosting a fascinating seminar at the West Midlands Golf Club, Barston, Solihull.

Using a combination of central presentations and syndicate work, the day will give delegates the opportunity to learn first-hand how the British military deciphers complex problems, allocates resources and delivers battle-winning plans.

The seminar will be led by officers from the Army's 143 (West Midlands) Brigade and the 4th Battalion The Mercian Regiment, all of whom have considerable operational experience from Northern Ireland, Bosnia, Kosovo, Sierra Leone, Iraq and Afghanistan.

The day will begin with a presentation by Brigadier Tim Radford, who commanded 19 Light Brigade in Helmand Province, Afghanistan throughout the summer of 2009. He will give a senior officer's perspective on

the application of the military decision-making process.

Delegates will then be exposed to the detail of the process, which is known as the '7-Questions'. Thereafter, in groups of ten, using the golf club and surrounding area, delegates will be given the opportunity to wrestle with a military problem using their new-found knowledge; the problem is very much cerebral and will require nothing more strenuous than a short walk!

Each group will be given a military mentor to assist with the detail of the process and provide guidance on the technicalities of the resources allocated to achieve the 'mission'.

The morning session will conclude with a plenary session, during which a number of syndicates will be able to present their plans.

The afternoon session will commence with a second central presentation by Brigadier

John Crackett, a Territorial Army (Reserve Forces) Officer who, during the working day, is managing director of E-on. Brigadier Crackett will give his views on decision-making in the civilian environment and how the 7-Questions can be applied.

Thereafter, again in syndicate, delegates will be given a further problem to apply the process to; however, on this occasion they will deal with a civilian-focused issue.

A final plenary session will again give delegates an opportunity to demonstrate their prowess.

The day represents a unique opportunity for members of the IoD to gain an insight into the decision-making process used by the military in high pressure situations, where clarity of thought, comprehension of detail and the ability to deliver rapid solutions are often the difference between success and failure.



## CV guru on hand to help careers plans

CORINNE MILLS, MD of Personal Career Management, led a seminar for IoD Members at the Yorkshire Bank in Birmingham. Corinne, the author of the UK's best-selling CV book *You're Hired! How to write a brilliant CV* and is the career expert for the *Daily Telegraph*, *Guardian*, *FT* and the BBC among others, covered the essentials of career management, knowing what information you need and how to enhance your marketability.

Find out more at [www.personalcareermanagement.com](http://www.personalcareermanagement.com)

*Career guide (left to right): Corinne Mills, who led the seminar with host Mike Kelly, of Yorkshire Bank, and Jane Garrard, also from Personal Career Management*



## THE BRIBERY ACT:

# It's time to debunk the entertainment myth



Many business people are concerned about the forthcoming Bribery Act – here David Egan, partner at law firm Irwin Mitchell, looks at whether the rumours and claims associated with it are accurate

THERE CAN'T be many people engaged in business in the UK who do not have some level of awareness of the forthcoming Bribery Act.

However, judging from the general tone of the concerned and troubled commentaries on the effect this Act will have, there are not too many people who truly understand it.

While bad news makes good copy for commentators, the reality is that the Bribery Act will make no difference at all to proper, normal business entertaining.

Lord Tunnicliffe, a then-Government minister, said during an initial debate on the Bribery Bill that the Government recognises that corporate hospitality is an accepted part of modern business practice and that they are not seeking to penalise expenditure on corporate hospitality for legitimate commercial purposes.

What the Bribery Act seeks to prohibit and punish is the giving or requesting of inducement or reward with the intention that a business function should be improperly performed, as assessed by an objective UK standard.

Bribery, in the general sense, is buying corrupt behaviour.

So how does this relate to business entertaining?

In its true form, 'business entertaining' has one of two functions: It initiates new relationships, or it develops and enhances existing relationships.

Likewise, gift-giving and promotional expenditure are related but different. The first, if properly carried out, is a mark of respect or gratitude; the second is closely connected to an individual, incipient piece of business.

Bearing in mind the purpose of these related aspects of winning and keeping business, then it is rational to say that the normal purpose of business entertaining is not to buy corrupt behaviour.

That is not to say, however, that corporate entertaining cannot be an offence under the Act – plainly it can be, if it is done with the intent of inducing or rewarding corrupt behaviour by the recipient. The fault in the frequent doom-laden commentaries is that they do not pay regard to the fact that for entertainment to be an offence, it must be accompanied by intent to induce or reward an improper performance of a relevant function.

As this issue concerns business entertainment as opposed to private

entertainment, the Act makes it an offence for a business to fail to prevent bribery on its behalf by an "associated person", ie, an employee or an external business partner acting on behalf of the business. As this is an offence of strict liability, it can be committed without intent or even knowledge.

However, the Act does provide a defence. If the business proves that it had in place "adequate procedures" designed to prevent bribery then it will not have committed an offence. These procedures are therefore vitally important to protect a business against delinquent employees or external business partners.

They need to address and cater for all areas of business activity where there is risk of bribery by setting out detailed policies and procedures which will eliminate that risk. It is also vital to record the fact that anti-bribery policies and procedures are complied with, creating a compliance audit trail.

Normally, proper business entertaining and its closely connected activities are not inherently high-risk areas of activity; however, they are areas that can be exploited.

As the relevant authorities don't have the resources to discover and investigate all and any activity themselves, the Act itself will be policed through information provided to the authorities about how businesses conduct themselves.

It is not difficult to envisage a disgruntled employee or disappointed competitor informing the SFO that a contract has been won through bribery masquerading as entertainment. This is what makes the record-keeping procedure crucial. Recording who, what, where, when, with whom and, most importantly, why, are vital to show the true picture.

Finally, here are some golden rules to keep any business comfortably the right side of wrong-doing:

- Have clearly in mind those purposes for which genuine, proper business entertainment exists.
  - Ensure that nothing is done which is inappropriate in terms of 'lavishness' or frequency which goes beyond meeting those proper objectives.
  - When giving gifts, ensure the ceremonial value is less than the intrinsic value of the object and try to ensure it carries the giver's logo, not just as promotion but to diminish its monetary value.
  - For visitors to your site, pay the expenses, travel and hotels, and keep all activities on the agenda business related, but do not entertain visitors or family members, and do not give cash for out of pocket expenses.
  - Above all, record everything.
- These are all simple ideas that are not difficult to follow, but they are so important in understanding and debunking the corporate entertainment myth.

## Want to know more?

To find out more about the Bribery Act and how your business may be affected please contact David Egan at Irwin Mitchell on 0870 1500 100.

## About Irwin Mitchell

IRWIN MITCHELL was established more than 95 years ago and is one of the largest law firms and the leading personal injury practice in the UK. The firm employs around 2,100 staff and more than 100 partners helping over 200,000 clients a year. There are offices in Birmingham, Glasgow, Leeds, London, Manchester, Newcastle, Bristol and

Sheffield as well as a consulting office in Leicester and two in Spain.

The firm was ranked in the Top 50 litigators in the world by *The Lawyer* magazine and in 2010 was named as one of the leading companies in the country for commitment to local communities in the prestigious Business in the Community's (BITC) annual



Corporate Responsibility Index. Other accolades include being listed among the top five Most Diverse Law firms in the UK by the Black Solicitors Network. See [www.irwinmitchell.com](http://www.irwinmitchell.com) for more details.

## SMALL BUSINESS FUNDING

# IoD trio join ART board

ANDEEP MANGAL, proprietor of Thapers Accountants, Craig Errington, chief executive of Wesleyan and Winston Duguid, group project director of the Epwin Group – all IoD members – have joined the Board of ART (Aston Reinvestment Trust), a specialist provider of loan finance to small and medium-sized businesses throughout Birmingham and Solihull, to broaden the range of expertise on its volunteer Board.

ART is a Community Development Finance Institution (CDFI), established in 1997 and a pioneer of its kind of finance in the UK. “Recognising that the banks were pulling out of some areas of Birmingham, making it hard for businesses and entrepreneurs in those areas to access the finance they needed, the Aston Commission recommended that ART be established, drawing on lessons learnt from the United States,” explains Dr Steve Walker, chief executive of ART since its inception.

ART raises money from the public and private sectors, including individual social investors, to lend in a specific area – and its model has since been replicated all over the UK. “We have received tremendous support from a variety of sources, all keen to see the local economy flourish,” says Steve, “including the European Union, Advantage West Midlands, local and national Government, all the major banks, leading local companies such as IMI, Jaguar, Severn Trent and Wesleyan, as well as



*Welcome on board: Bringing their expertise and experience to ART are (from left to right) Winston Duguid, Craig Errington and Andeep Mangal.*

*Picture courtesy of Rob Rowlands, AbandonedBicycle Photography*

private individuals like Sir Adrian Cadbury – our first Chairman, now Honorary President.”

The new Board members will help ART meet the challenges and opportunities presented by the current economic situation.

“CDFIs have been quietly getting on with their business for the past 10 - 15 years,” says Steve, “but now it’s time to raise our profile and ensure that all the businesses that need us, as well as policy-makers looking for solutions to SME finance, are aware of how we can help.

“We have lent over £9m since launch, helping to create or preserve over 4,000 local jobs. We are delighted that three such experienced directors have agreed to devote some of their valuable time and skills to help us move forward.”

ART lends between £10,000 and £50,000 to start-up and existing businesses in almost

every market sector for any business purpose. Its borrowers include the Michelin-starred Purnell’s restaurant and innovation-award-winning Zybert Computing, as well as one of the UK’s fastest-growing social enterprises, Future Health and Social Care.

“Like many CDFIs, we have seen an upsurge in demand since the credit crunch,” says Steve, “and I’m pleased to say we now have confirmation that we will be able to lend more in the coming year than we did last year. I would urge businesses not to be put off applying for loan finance, because they believe there is no money available or fear they are likely to be turned down.

“The banks may have become more cautious in their lending, but they are not the only option.”

In fact ART often lends alongside the banks and others, making up the last vital piece in a package of finance.

For further information, contact ART (Aston Reinvestment Trust) on 0121 359 2444 or see [www.reinvest.co.uk](http://www.reinvest.co.uk)

## ART Finance For Enterprise Birmingham and Solihull



Loans to Go

# Loans to Grow

Looking for finance for your business?

0121 359 2444

[www.reinvest.co.uk](http://www.reinvest.co.uk)



## Summer date for start of new, fast route from the second city to the capital

# Chiltern Railways

If you think our way, travel our way.

# Chiltern Railways offers the alternative Mainline to London for West Midlands business

**WORK IS continuing on the £250 million Chiltern Mainline project to provide a fast, alternative rail route from the Second City to the Capital.**

Following a review of the project the original May launch date has been postponed – but not for long!

From late summer onwards Mainline from Chiltern Railways will be offering a massive **20% improvement** in journey times.

The fastest journeys from Birmingham Moor Street, right by the Bullring, to London Marylebone, right by the West End, will take just 90 minutes, which compares really well with the New Street - Euston route.

Even better, you won't have to pay through the nose for the improved service. Mainline fares will still offer great value, offering considerable savings for businesses who need staff to travel to London regularly.



Mainline fares will offer considerable savings for businesses who need staff to travel to London regularly....

## Tickets over your mobile phone

When you travel with Chiltern Railways to London Marylebone there is no need to queue up for a ticket. You can order in the comfort of your own home or office and have the ticket sent direct as a barcode to your mobile phone.

When you get to Moor Street station just run your phone by the reader on the



**Heart of the city:** Moor Street Station – literally, right next to the Bullring

ticket barrier, and you will be on your way. With two trains an hour to London, you'll never have long to wait.

But if you don't want to wait at all, then you can also use your mobile phone to access a range of real-time information about Chiltern Railways services. So you can find out how your train is running before you even leave your home or office. Although, with 95% of Chiltern Railways services running on time, you'll be pretty unlucky to find it's late.

## Huge cash savings

Travelling to London on business? From Birmingham Moor Street, you can leave at 0815 and pay just £38.50 same day return, and that even includes your tube and bus travel while you're in London!

There are no restrictions on which train you can use to get home. And no extra

costs to come back at a popular time.

Unlike many other longer distance trains, Chiltern Railways services are spacious and comfortable with power points and tables allowing a laptop at every seat, meaning your travel time can be really productive working time.

## Extra benefits

There are also extra benefits like the Chiltern Carnet – 12 open return tickets to London Marylebone for the price of 10. Carnet saves you, and your company, money, time and expenses claims as you don't have to queue or book up each time you travel. You can even share the tickets around different people!

'Quiet Zones' are available for those who want an extra snooze in the morning or some peace and quiet after a hard day in London.

\* For more information about your new Mainline to London, visit: [www.chilternrailways.co.uk/mainline](http://www.chilternrailways.co.uk/mainline).

\* For train times, real time arrivals, departures and station information on your mobile visit: [m.chilternrailways.co.uk](http://m.chilternrailways.co.uk)



# Law firm backs IoD planning proposal as a road to growth

**THE Institute of Directors' decision to highlight planning as an area which could provide major economic growth in the coming years has been welcomed by an expert at Irwin Mitchell.**

In a recently published paper, the organisation proposed a number of policy changes designed to improve growth in a manner which leaves the taxpayer facing little or no costs.

Among the measures, which take in a range of areas from employment law to local government, is the call for a fast-track planning system which will boost the construction industry and help in the replacement of older infrastructures.

Discussing the proposals, Oliver Martin, who specialises in providing advice on planning issues at Irwin Mitchell's Birmingham office, said such plans in a way clash with the Coalition Government's current proposals.

"It is certainly correct that planning can play a major role in stimulating economic growth in the UK. Changes to planning policy and legislation aimed at growth in the residential development sector would be particularly welcome given the potential knock-on effect that this can have for the wider economy.

"Unfortunately, the Coalition Government's proposed changes to the planning system, as set out in the Decentralisation and Localism Bill, are likely to have the opposite effect.

"A large number of residential development sites across the

country have been effectively put on hold since Eric Pickles announced his intention to abolish the Regional Spatial Strategies in May 2010.

"The Government has left a policy vacuum and there is little confidence that the proposed New Homes Bonus or the changes in the Localism bill will provide the solution."

Commenting on the IoD's proposal for releasing green belt land for development, Oliver added: "There are large areas of green field sites, not designated as green belt, on which residential development could be promoted successfully if it were not for the Coalition Government's proposed changes to the planning system."

*Developing problems: (below) Planning rules tie-up house building projects for too long*



## New associates at Irwin Mitchell

**IRWIN MITCHELL** has boosted the senior team of its business advisory group with the promotions of Ami Sanghera and Mike Bennett to Associate level.

Ami, who has worked in the employment team at Irwin Mitchell for over two years, specialises in supporting public and private sector employers on a host of issues including redundancy and reorganisation, TUPE, drafting and reviewing contracts, and unfair dismissal claims. She works closely with Irwin Mitchell employment partners, Fergal Dowling and Chris Piggott.

Mike joined Irwin Mitchell in December 2009. He specialises in all aspects of contentious and non-contentious corporate recovery and, in particular, has a wealth of experience in relation to property insolvency and LPA Receivership work.

He is lead associate for corporate recovery and works closely with the head of commercial dispute resolution and restructuring, Mark Elder.

## New central base for IoD in East Midlands

IOD West Midlands members looking for an additional base in the Midlands will be interested to note that our colleagues in the East Midlands region have moved into new offices in the centre of Nottingham.

Members can now make use of the IoD's facilities at the Nottingham Conference Centre in Nottingham Trent University's Newton Building, which is centrally located opposite the Royal Concert Hall in the very heart of the city.

The new premises house a directors' lounge and meeting rooms. The directors' lounge is ideal for informal meetings, private work or taking time out



from a busy schedule. Coffee, tea and water are available all day, in addition to high-speed WiFi connectivity. The space is available for all IoD members and up to three of their

guests, providing an accessible and professional networking environment. The conference centre also has a number of meeting rooms of varying sizes, which are fully equipped with

state-of-the-art facilities.

For more information on the new East Midlands premises please contact Sue Charlesworth 0115 848 6190 or via [sue.charlesworth@iod.com](mailto:sue.charlesworth@iod.com)

# NatWest appoints two new Regional Directors

## Boost for Business and Commercial Banking in the West Midlands

NATWEST is pleased to announce the appointments of Mark Round to the position of Regional Director, Business Banking for the West Midlands and Paul Halford as Regional Director, Commercial Banking in the West Midlands.

In their new roles Mark takes on responsibility for running the NatWest Business Banking operations across the region – which supports businesses that turnover up to £2m – and Paul assumes responsibility for the Commercial Banking Business, which supports businesses turning over between £2m-£25m.

Mark and Paul take over their roles as the bank creates two specialist divisions to look after the SME market in the West Midlands, utilising the experience of its managers through the two dedicated business channels. Mark runs a team of six directors and 82 managers across 79 branches and offices. Paul has a team of five directors and 55 managers based within eight business centres.

Mark has more than 17 years experience in banking. He has held a number of managerial roles within the Business Banking channel and most recently was regional director for Nottinghamshire.

Paul joined the bank in 1971 and has 38 years of banking experience. He has also held a number of managerial roles within the Commercial Banking marketplace and most recently was Regional Director for the South West Midlands.

Mark Round said: “We are changing the way we serve the West Midlands SME marketplace by providing management support to what we perceive to be two distinct markets. In doing so we are placing our most experienced managers, who are all local to the cities and towns they operate within, with those customers who can benefit most from their knowledge and business contacts.”

Paul Halford added: “We remain committed to supporting our West Midlands customers and their business aspirations. The closer we can get to our customers, the better we can support them.

“We believe this new local proposition, with dedicated experienced managers focusing on the business and commercial channels, will strengthen further our existing customer relationships and attract new business to the bank.”



Mark Round



Paul Halford

## Oldbury glass producers expand with support from NatWest

THE successful Oldbury-based company Glass Express Midlands Limited have purchased their rented premises and two adjoining buildings after securing a financial package from NatWest Commercial Banking and Lombard, allowing them to expand their business.

Glass Express Midland Limited was established by Salinder Singh in 2008 to manufacture and supply quality flat glass to trade customers. The company has seen a rapid growth, including providing flat glass for high-rise buildings, and can now boast more than 170 customers throughout the UK.

Although the business – which provides employment for 25 people – is very successful, the company’s directors were concerned growth was restricted by operating from short-term leasehold premises on the Anglo-African Industrial Estate in Oldbury. With this in mind the directors approached NatWest Commercial Banking who came up with a financial package to purchase the premises together with two adjoining buildings totalling over 30,000 sq.ft. Additional business support has come from Lombard.

Salinder Singh, Managing Director of Glass Express Midland Limited, said: “At Glass Express Midland we pride ourselves on being



able to manufacture and supply quality flat glass for a wide range of businesses and institutions. We have considerable knowledge, experience and a great reputation in this field and can supply glass tailored to meet the specific needs of our customers. Because we are able to provide quality glass solutions in an efficient and professional way we have been able to expand our customer base and have gained some important national contracts.

“Our only limitation has come from the size of our premises and the short-term lease. It became essential for us to invest in the company and purchase our current premises as well as the two adjoining buildings for the benefit of the business, our staff and our customers. Now, with our new enlarged premises, we can not only

*Pictured (left) is Salinder Singh (Glass Express) with Sukhjeevan Nat (NatWest).*

grow our flat glass business, but also exciting new ones such as the blind system.”

Sukhjeevan Nat, senior relationship manager with NatWest Commercial Banking in Birmingham, who arranged the financial package, said: “I am delighted that NatWest, together with Lombard have been able to support Glass Express Midland Limited with a financial package which has ensured they can purchase their premises and grow.

“In these challenging economic times, it really is great news to see a local manufacturing business not only thriving, but also growing.”



## BIRMINGHAM ST MARY'S HOSPICE

# Boost your company's CSR and have fun with the...

AN EXCITING OPPORTUNITY to make a real difference awaits your company this spring. Your team is invited to go head-to-head with other local businesses in what is set to be a thrilling contest to become **Birmingham St Mary's Hospice's 15-week Accumulator Challenge Champion.**

Whether you're in banking, retail, law, manufacturing, insurance, property, recruitment, transport, marketing, finance, IT or education, your enterprise is challenged to put its brightest business brains to the test.

All you need to do is take our £50 stake and use it to accumulate as much money as you can by fundraising legally and ethically in just 15 weeks. All monies raised will fund the vital services provided by Birmingham St Mary's Hospice.

The accumulator will commence on May 5, 2011, with a high-profile launch event and conclude 15 weeks later with a grand finale dinner.

Each year around 1,000 people start a journey with the hospice which will enable them to live again.

Available 24 hours, seven days a week, the hospice's life-changing services are tailored to meet each patient's unique needs, whether they wish to remain in the comfort of their own home or seek round-the-clock professional care at its inpatient unit.



Birmingham St Mary's also runs a day hospice, which offers therapy, reassurance and friendship and allows carers to enjoy some much-needed free time.

Families are integral to the hospice's care. Since founding in 1979, Birmingham St Mary's has been a rock for patients' relatives, with vital support available for each member of the family, no matter how young or old, for as long as it is needed.

The hospice, which costs £6.3 million a year to run, serves a population of 1.4 million in Birmingham and Sandwell, caring for people with life-limiting illnesses such as cancer, motor neurone disease and multiple sclerosis. These common illnesses are likely to affect staff, suppliers and customers of your business at some point in their lives.

Birmingham St Mary's is committed to developing strong partnerships with

companies in Birmingham and Sandwell. And an association with one of region's most cherished local charities is a great way to build your brand.

Our challenge provides a chance to: boost staff morale; encourage teambuilding; raise your company profile; network with other businesses across Birmingham and Sandwell; generate a buzz through local publicity; and compete against some of your business rivals in a fun and friendly way while demonstrating some of your CSR objectives.

Who will be crowned the overall BSMH 15 week Accumulator Challenge Champion? Well, competition is sure to be fierce. A leader board will monitor funding and company efforts, and with coverage in the local media you will be able to demonstrate your edge against competitors.

“

Each year around 1,000 people start a journey with the hospice which will enable them to live again... Available 24 hours, seven days a week, the hospice's life-changing services are tailored to meet each patient's unique needs...



**So, are you interested? Do you think your team is up to the challenge? We'd love to hear from you. Please telephone Theresa Meek at Birmingham St Mary's Hospice on 0121 472 1191 or email [theresa.meek@bsmh.org.uk](mailto:theresa.meek@bsmh.org.uk).**





The Agency Workers Regulations (AWR) will arrive on 1 October, 2011, with huge implications for temporary staff, businesses and the recruitment agencies who supply them.

**Mary Hendry**, MD of independent recruitment consultancy **Key Personnel**, explains the regulations and what they mean to you as a business.

**TEMPORARY workers play a vital role for many businesses, with the CBI estimating that 1.2 million people in the UK are engaged as agency workers, representing around five per cent of the overall workforce.**

The main principle underpinning AWR is that this group of temporary workers should have the same basic working and employment conditions in respect of pay, working hours and holiday entitlement.

For those of you who aren't aware of how AWR has come about, it's important to review the background.

- EU regulations already enshrine equal treatment for part-time and fixed-term workers. AWR will extend this principle to agency workers.

- Equal treatment for temporary workers has been in operation in many other European countries since the 1980s.

- The regulations define an agency worker as 'an individual supplied by a temporary work agency to work under the supervision and direction of the hiring client'.

- Genuinely self-employed people are excluded from the regulations.

From 1 October 2011, any agency worker coming into your business will have what is known as 'Day One Rights'. This means you must give your temporary employees the same access to facilities such as the canteen, childcare, parking and notification of job vacancies that you give to your permanent staff in equivalent roles.

And then, after 12 weeks' continuous service in the same role, your temporary workers become entitled to a much broader range of basic equal rights, covering:

- Pay
- Rest periods
- Annual leave
- Working time protection, and
- Night working

In terms of pay, you must give equal access to fees, overtime, commission and holiday pay. The regulations do, however, exclude occupational benefits such as pensions, profit-related schemes, and maternity and sick pay over and above the statutory minimum.

Additionally, AWR considers pay 'in the whole', which means you can give an agency worker a different mix of salary and commission, so long as the total pay is comparable to that received by a permanent employee in the same role.

'Anti-avoidance' measures aim to discourage rotating agency workers around different assignments to avoid the 12-week qualifying period. Also worth noting is that this qualifying period relates to calendar weeks, not hours worked. This means that a temporary worker, who is with you on a one-day-a-week basis, will gain access to equal rights just as quickly as a temporary worker on a full-time contact.

# Agency Workers Regulations: It's time to act!

Agency workers will have the right to bring a claim to the Employment Tribunal if they feel their assignment was structured so as to fall outside of the scope of the regulations. Get it wrong, and the penalty can be a fine of up to £5,000 per worker.

As recruitment consultants we are responsible for ensuring that your temporary workers receive equal treatment once they are out of this qualifying period. However, the regulations clearly state that it is your responsibility to keep your recruiters up-to-date with information on basic pay and conditions in your company. Having a reliable and well-informed recruitment partner is essential moving forward for your business. I see AWR as a fantastic opportunity to have a conversation with your recruitment specialists about the future of temporary staff in your organisation and to get an insight into how they plan to keep you compliant.

October may seem a while away yet but time flies all too quickly and I would recommend that all businesses who employ temporary staff should address these four key points:

1. Assess how these changes, particularly to pay and benefits, will impact on your budgets. Start to cost that into your projections now.
2. Talk to your agency as soon as possible about AWR and ensure they are fully up-to-speed with the legislation. Can they

give an in-house briefing session to share their knowledge with your team?

3. Mitigate risk of non-compliance by keeping your recruitment agency up to date with the right information on rates of pay, hours, etc.

4. Keep accurate records of agency worker assignments or work with a recruitment agency that can provide you with weekly reports on your agency staff and their qualifying periods.

## Want to know more?

**Key Personnel supplies temporary staff to a wide range of businesses throughout the Midlands and we would be pleased to have a friendly and confidential chat to help you steer a safe path through these new agency worker regulations.**

**You can email me at [maryhendry@keypersonnel.co.uk](mailto:maryhendry@keypersonnel.co.uk) or call me on 0121 233 2335 with any queries.**

“Having a reliable and well-informed recruitment partner is essential moving forward for your business... I see AWR as a fantastic opportunity to have a conversation with your recruitment specialists about the future of temporary staff in your organisation”

**Mary Hendry,  
Key Personnel**



**NEWS: MODEC IN ADMINISTRATION**

*The fleet's in: Modec's products were innovative and cutting-edge eco-vehicles*



INSTITUTE of Directors West Midlands chairman John Rider has expressed his regret over the news that Modec, a pioneering Coventry-based manufacturer of electric-powered commercial vehicles, has gone into administration.

Modec was placed in the administrator's hands with debts of over £40million.

John Rider commented: "This news is a great shame. The people at Modec did so well to develop the product to where it is now and it is bitter-sweet that this should happen at a time of rising fossil fuel prices.

"It was a real achievement to be the first manufacturer to develop a zero-emissions electric commercial vehicle. But it demonstrates the fragile nature of start-ups, which do tend to hit rocky patches especially

# IoD chairman's regret over Modec's plight

with all the financial uncertainty around. And while they were at the forefront of cutting carbon emissions, and they had done the difficult bit, it is hard when you get to the ramp-up stage.

"Yet the ideas, concepts and the team attracted some very impressive customers."

Mr Rider said it was important to try and save the business and technology for Britain

and the Midlands.

"Surely someone in the British motor industry will pick this up. Certainly the IoD would hope it would stay in British hands."

Lord Borwick, the man who founded Modec in 2004, is the main creditor through Federated Investments. He is a former major shareholder of Manganese Bronze, the manufacturer of the iconic London taxi.

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**KNOWLEDGE TRANSFER PARTNERSHIPS:**

# Proven support through a Knowledge Transfer Partnership

**KTP in action:** (below) The KTP has helped digital advertising agency Clusta access the university's facilities and resources

BIRMINGHAM City University has over 25,000 students and 2,600 staff. The University offers a comprehensive range of business services to help support regional SMEs and larger organisations with the challenges faced in the current economic climate.

The University has worked with over a 1,000 companies and managed over £30million in funding, which has directly benefitted many regional businesses.

With a track record spanning over ten years, Birmingham City University is fully aware of the critical business issues affecting companies striving to remain competitive, in such uncertain times. However, help and support is available!

Birmingham City University is one of the UK's leading Universities, ranked in the top 10 nationally, for delivering Knowledge Transfer Partnerships (KTPs) which aim to help businesses improve their competitiveness, productivity and performance. KTP programmes create a unique working relationship between a business and University, which is then combined with 'fresh' enthusiasm through a talented, high-calibre graduate.

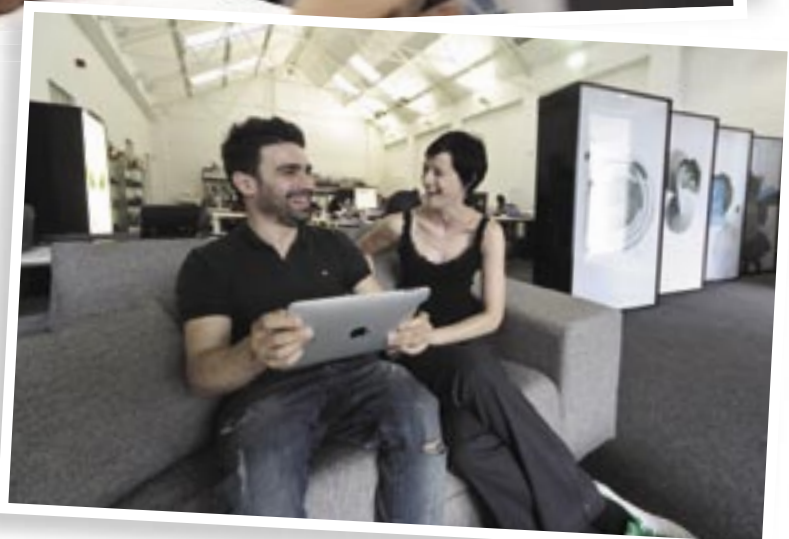
The University has developed a first-class track record for delivery of KTPs and several of its programmes have been rated 'outstanding', in addition to winning regional and national awards.

## Stimulating innovation in the creative sector

Our Faculty of Performance, Media and English is currently engaging with a local company, Clusta, on a new, exciting KTP programme. Clusta is a leading UK digital advertising agency, with offices in Birmingham, London and Los Angeles. This award-winning company has over a decade of experience in producing ground-breaking digital communications for such clients as Cadbury, Cancer Research, Toshiba and Chanel.

Clusta innovates by introducing digital content into client campaigns which challenge expectations and push creative boundaries to help refresh client brands.

With the focus on developing a systematic innovation approach, Clusta began a Knowledge Transfer Programme (KTP) with Birmingham City University earlier this year. This collaboration means they are utilising the University's academic expertise, digital library content and user-testing facilities.



Currently, a physical lab is also being created at Clusta that will showcase previous examples of work and new technological applications to existing and prospective clients.

The KTP has led to the in-house creation of a distinctive space – ClustaLabs. This space will incubate definitive product life-cycle processes by harnessing Clusta's industry experience.

In association with Birmingham City University's R&D knowledge, future campaigns will evolve around web, mobile and desktop applications. As a result, ClustaLabs can now guarantee that Clusta's solutions will continue to delve into unexplored territories, expand into everyday marketing, integrate into consumer lives and engage in relationships.

ClustaLabs will bring to Birmingham and the West Midlands a fresh approach to digital innovation, combining Clusta talent, University resources and a dedication to deliver competitive advantage to clients.

## Want to know more?

This is just one example of how Birmingham City University can support your business. To find out more about the University's impressive range of KTP programmes and wider services for business, please contact Natalie Lewis, Knowledge Transfer Manager on 0121 331 5677/5238 or email [Natalie.lewis@bcu.ac.uk](mailto:Natalie.lewis@bcu.ac.uk). Alternatively, visit our website at [www.bcu.ac.uk/business](http://www.bcu.ac.uk/business)



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