Introducing the winners

IoD East Midlands Director of the Year Awards
As a business, if you’re not always sure what you’re looking for, it’s good to have someone to help out.

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Welcome to the Summer issue of the IoD East Midlands membership magazine.

As you will see elsewhere in this issue, we held our annual Director of the Year awards at Winstanley House, Leicester, in June, and what a superb occasion it was.

Well-run, efficiently marshalled by our compere, BBC East Midlands’ Anne Davies, and handled superbly by the venue team, it was a great event, one that showcased the very best of business life in the region.

I got the chance to talk to the winners afterwards and all were clearly delighted by their awards – as one put it, ‘it’s an external validation of everything I’ve been trying to do.’

Winners were drawn from across the business spectrum and reflected the diversity of business life in the East Midlands, where innovative SMEs and start-ups rub shoulders with established global players.

Congratulations to all involved, and I look forward to following their progress when they represent the East Midlands at the National IoD awards in the Autumn.

Being able to attend the awards lunch was a rare treat for me in recent weeks, as much of my time has been taken up with meetings in London with national IoD officers. As I’m sure you are aware, the IoD is undergoing some major changes in its operations and structure, and as a member of the IoD Council I’ve been tasked with ensuring that the members’ views and needs are taken into account. It has been great to work alongside the new IoD Board, which contains a number of new faces, all of an impressively high calibre.

Going forward, changes in the IoD’s structure will see far greater autonomy over finances, recruitment of members and retention given to the regions, and this is something I think will be a huge boost to the East Midlands in particular. It is also a huge compliment to our regional office that East Midlands is in the vanguard of this new approach.

While members may not see or feel major changes immediately, it will allow us to deliver more focused support, director development programmes and events, and make our messages more personal and better crafted to regional requirements. All-in-all, I believe the changes being made now will ensure the IoD, its services and its structures will be ideally placed to support the 21st Century business community.

So what of life outside the IoD? The good news is the issue of Brexit has ceased to dominate the headlines... only to be replaced by the Conservative Party leadership contest... of which the main bone of contention is how to handle ... Brexit...

“The Brexit morass has highlighted the strength of the British economy and its businesses: if we can survive this, we can survive anything!”

What a tangled web. It is a huge surprise in many ways that, given the political inertia at the top, the economy hasn’t seen a complete collapse. But while business confidence is at a very low ebb, and investment is down, this is not trickling through to the broader economy, certainly in terms of employment. Indeed, one thing that the Brexit morass has highlighted is the astonishing strength of the British economy and its business sector: if we can survive this, we really can survive anything!

Whichever one of Messrs Johnson or Hunt becomes the next Prime Minister, clearly the first issue in their in-tray will be Brexit and that new deadline, October 31. While both men are talking tough and keeping ‘no deal’ on the table, I cannot see that getting past the House of Commons, and in many ways it seems an empty threat. I have learned a new phrase, however: ‘proroguing Parliament’. I’m always a little wary of any phrase that seems to centre on the word ‘rogue’ but apart from that, the glib way the candidates are suggesting Parliament can be suspended does seem to play fast and loose with democratic conventions and seems to cast a poor light on our parliamentary procedures.

Personally, I see a more likely outcome as both sides offering minor tweaks that they can then sell to their own side as ‘nothing has changed’ while at the same time claiming major concessions. Politics is, after all, the art of the possible.

As I mentioned earlier, despite Brexit, the economy appears quite robust. Bad news for the auto sector was lifted a little by Jaguar Land Rover’s recent decision to invest heavily in its UK plants, and IoD events across the region have brought me into contact with regional business leaders eager to tell me how well their own plans for growth are going: the digital, hi-tech and biotech sectors appear to be doing particularly well.

One other sector to keep an eye on revolves around the climate change issue. It’s clear that the business sector has a huge role to play in ensuring that the UK becomes carbon neutral, if we are to play our part in mitigating against further global warming. That means a huge shift in the way we operate, the materials we use and the energy that powers us. Certainly, it is an area I’d like to see the IoD get more involved with: I’m sure there are lots of businesses in this region that are operating in this sphere and can tell other members how they can change their practices to lessen their impact on the environment.

Some people may wonder whether this is an area the IoD should be getting involved with, but I’d point out that in our Royal Charter it says the IoD should ensure directors operate ‘for the benefit of society.’

If tackling climate change isn’t a benefit to society, I don’t know what is.
Nelsons gave IoD members a great insight into the workings of the employment tribunal system when they put on a mock case for members at an IoD East Midlands event.

The case involved a claim for sexual harassment and the team from Nelsons did a brilliant job, acting out the various roles of victim, alleged harasser and associated officials from the company involved.

They took delegates through from the initial claim, interview videos and how the case would be tried in court.

Thanks to Nelsons for letting our members experience this, and feedback from members suggested all found it illuminating and informative.

Nelsons is hosting another event for members in Autumn – this time on Directors’ Duties and Responsibilities. It will take place at their Nottingham offices on Wednesday, September 11. More details on pg 23.

Make sure you book on the event – see pg 23 and 25 for details of how to reserve your place.

Leicester business lounge available to all members

All IoD Members now have access to the lounge at Leicester Castle Business School, which is part of De Montfort University.

Exclusive to IoD members and guests

The school is based in the Great Hall of Leicester Castle, which has recently undergone a £4.2 million refurbishment programme. The 11th century building is newly-restored and part of De Montfort University’s new world-class business school.

Opening Hours

Monday to Friday, 8.45am to 5.00pm

Directors’ Lounge

The Directors’ Lounge is located in the Grand Jury room on the first floor of the business school. Coffee, tea and water are available all day, in addition to high-speed WiFi. The space is available for IoD members and guests and is a first-class working environment.

No need to book, just arrive on the day and sign in at reception with your IoD Membership number. There is a maximum of three guests per member.

Please note the lounge is open to the university as well as IoD Members so space is on a first-come, first-served basis and there may be other meetings taking place at the same time.

Private meeting space is also available on a chargeable basis. Contact Leicester Castle Business School for more information.

Leicester members’ evenings

The lounge at Leicester Castle Business School is one of our bases for our popular Members’ Evenings. Just come along between 5.30-7.30pm for a drink, canapés and a chance to meet the IoD regional team and network with other members. There’s no charge – but please book on with us in advance so we can cater for the right number.

Our next event is after the summer break, on September 9. Hope to see you then.
Sophie returns to academic studies after a great year in the IoD office

IoD East Midlands’ placement student, Sophie Jackson, leaves us this month to continue her studies at Nottingham Trent University. She writes...

My time at the IoD is something that I will always be thankful for, from building professional relationships to always being inspired and motivated by our members and the great speakers that I have interacted with.

These past 11 months, working in such a prestigious and well-known organisation, have been the most valuable learning experience and I have gained knowledge and skills that I will take forward into my future.

I have thoroughly enjoyed my time at the IoD and I am grateful for having had the opportunity to work with everyone I have met throughout the year.

I would like to say a huge thank you to Cari, Ron and Sue, who have always made me feel like a valued member of the team.

Thank you particularly to Cari for her on-going support, guidance and encouragement during my time at the IoD.

Also, thank you to Ron and Sue for working with me throughout my placement and ensuring I got the most out of my time here that I could, such as when I attended one day of the IoD ‘Role of Director and the Board’ course at 118 Pall Mall in London.

How many other placement students can say they’ve done that?! I will miss everyone from my time at the IoD but I am looking forward to entering my final year of university studying Business Management and Marketing, and starting a new phase of my career.

As part of my final year I will be doing a research project on a topic around marketing. I would really appreciate your help and support in completing a short survey or questionnaire which I will share on my LinkedIn page at the end of this year.

Apart from that, goodbye, don’t be a stranger and please do keep in touch: I can be reached through my LinkedIn page: (www.linkedin.com/in/sophie.jackson/).

Leicester Castle Business School Summer Showcase

Many thanks to Louise Donaghy and the team for inviting IoD East Midlands to their Summer Showcase at Castle Business School on Thursday, 4th July.

It was great to be involved and meet current and potential IoD members on what was a beautiful summer’s evening.

The school has a lounge for the use of IoD members – see facing page for more details.

Thanks, ICAEW

We’d like to thank our colleagues at the Institute of Chartered Accountants in England and Wales (ICAEW) for organising their Making it in Business event on May 10 at the Leicester Riders Arena. IoD East Midlands regional team members Cari Grice and Sophie Jackson had a great time, meeting members and potential members to outline what we are currently up to here in the East Midlands. After networking the event sat down for lunch and to hear from a really great line-up of speakers. Thank you to the ICAEW for allowing us to be one of your event partners.
Historic Commons debate links to modern fate of steel sector

Graham Harrison
IoD Greater Lincolnshire Committee member and Ambassador

A group from IoD East Midlands were treated to a fascinating look behind the scenes at the House of Parliament during a members’ visit to London, followed by a networking lunch at the IoD headquarters on Pall Mall.

The event started with an expert guide giving us an interesting talk on the history of Westminster. As the House of Commons was in session we could not go inside the main chamber but instead had the opportunity of a full tour of the House of Lords.

After the tour we moved into the public gallery in the Commons to listen to a debate on the challenges within the steel industry, which was particularly pertinent and poignant as the national news reported the closure of British Steel’s Scunthorpe plant the very next day after our visit.

The event then moved on to a networking lunch at the IoD offices in Pall Mall where we had the opportunity to discuss topical issues with Edwin Morgan, Interim Director General of External Affairs and Policy, and Tej Perikh, Chief Economist.

Edwin and Tej outlined the IoD’s view on big current issues including Brexit, the skills shortages, maintaining focus on non-Europe issues and the UK’s international reputation, including the problem of attracting investment.

The group then took these issues on with a general discussion, bringing in different perspectives from across the business sectors represented on the visit.

The networking aspect of the visit was invaluable, not only giving IoD members a chance to meet fellow members from different areas but also giving us a better understanding of how the IoD works with government, based on the thoughts and views of its members.

I particularly enjoyed talking with Tej about the economic implications of the steel industry debate we had witnessed earlier in the House of Commons, and I learnt a lot about how the mechanism of government and policy works inside the main Commons chamber, and in the more detailed and smaller meetings.

This was one of the best IoD events I have been to, giving everyone who attended an excellent opportunity to see historic Westminster, witness a live government debate and then network and learn a great deal from meeting other IoD members.

I would like to thank Cari Grice and Ron Lynch from the IoD team for hosting, and Cameron Ford and Robert Jendrick MP for giving their time and for helping to set up this excellent event.
Welcome to the IoD East Midlands Summer column on HR and personnel matters from Belvoir Human Resources Ltd.

And I’ll start with an apology: I’m going to have to use the dreaded ‘B’ word in this article.

The problem is, here at Belvoir HR we are very concerned that, whatever the outcome of Brexit negotiations, there will be a significant and negative impact on the ability of our clients to recruit and retain.

Until recently businesses have been used to a ready flow of EU citizens wishing to work in the UK, often settling here, too. We are all aware of the significant skills shortage that have already occurred and that the job market is full of unfilled vacancies, roles that are often key to the success of the business.

Your workforce will be affected by Brexit whether there is a final deal in place or not. Currently the Home Office arrangements are that non-UK citizens of the EEA (EU and Norway, Iceland and Liechtenstein) and Switzerland will be required to demonstrate that they have Settled Status or Pre-Settled Status if they wish to remain and work in the UK.

If the UK leaves the EU with no deal then Settled Status or Pre-Settled Status must be applied for by December 31 2020. If a deal is achieved then the timeline for applications is lengthened until June 30, 2021. New immigration rules will be announced and this is expected to restrict the current free movement of European workers into the UK.

So what should you be doing to minimise your business exposure?

Make sure you are an employer of choice. Offer an attractive and competitive salary. Equally, employees often want to be able to have a better work/home life balance so if feasible, be flexible in your working arrangements.

Can you offer a little bit more annual holiday entitlement or above the minimum pension contributions?

Talk with your staff, find out what they would like to see different in your workplace and what they already appreciate.

Make sure that your line managers recruit effectively using a job description and person specification to identify the best candidate.

Recruitment and retention is already negatively affecting many businesses; make sure that you are able to attract and retain the best employees.

Recruiting and retention: the challenges ahead

If you are struggling with HR challenges in your workplace and would like some professional “hands on” support tailored to your business needs, please contact Suzanne Smith, the Principal Consultant at Belvoir Human Resources Ltd at helpdesk@belvoir-hr.co.uk, for a free chat and employment health check.
IoD members benefits

IoD membership opportunities

by Sue Charlesworth,
IoD East Midlands
Head of Business Development

IoD East Midlands runs a number of exclusive ‘Members Only’ events such as our new Mastermind Groups. They are a great way to tap into the knowledge and experience of fellow members. For more details, contact the regional office – contact details on page 5.

But our Mastermind Groups are just one of a number of superb opportunities membership can offer you to expand your network. See Events diary, pg 20.

The networking opportunities at IoD events are second to none, and the people you are networking with are fellow decision makers and business leaders. I’ll be happy to meet you for a one-to-one discussion on how to maximise your membership if you are unable to attend a members’ evening.

Benefits to your business
Our events diary offers a host of sponsorship opportunities.

Our highest profile events include the annual Director of the Year Awards, which take place every June, and the Women as Leaders Convention – but there are plenty more which may suit your business’s budget and marketing purposes.

Talk to Ron Lynch or myself for more details.

Advertise in this magazine
The fact that you are reading this magazine means that other members are, too.

There are opportunities to advertise or take editorial space to discuss a key issue affecting all businesses, or promote a specific service you provide. Speak to Colin Regan at Chamber Media Services for more details and discuss how this magazine can be part of your marketing agenda (see panel on pg 5).

Remember – the IoD – on your side and at your side.

Networking... at an IoD members’ evening

IoD East Midlands’ Members’ Evenings are a great way to meet other IoD members and learn more about how the IoD can help you to grow your business and become a better director.

Held regularly throughout the year, in Nottingham and Leicester, these events are free to attend, and there is a free drink and some light refreshments to enjoy.

The photographs here are from the most recent event, held at Nottingham’s Crowne Plaza Hotel. The next events in this series will be on September 9, at Castle Business School, Leicester, and on October 1, at the Crowne Plaza, Nottingham.

Free of charge to attend – just let us know in advance that you’re planning to attend so we can plan our catering.
Are you making the most of your IoD membership?

IoD membership – it’s not ‘one size fits all’. Rather, we can tailor the right type of membership for you and your business.

IoD ‘Standard’ membership
Enjoy all the benefits of an organisation which is on your side in representing views to Government and at your side in providing support including development, meeting facilities, networking events, advice and helplines.

IoD Advance
An exclusive, supercharged membership community dedicated entirely to you and your business; giving you access to all standard membership benefits and more.
And don’t forget, members receive discounted prices on a host of IoD meetings and events, including Member Evenings with our regional team (see facing page).

Amazing gifts
Introduce a new member and claim a free gift – including one of an Amazon kindle, six bottles of selected fine wine, six bottles of Prosecco, or a Credit Card pre-loaded with £50.

Want to know more...
For details about all types of membership or to introduce a new member, call Sue Charlesworth on 0115 8486190 or 07939 584962, or email her at sue.charlesworth@iod.com

Fancy sparing us a Tweet?
Did you know that the IoD East Midlands has a Twitter account? You can find it at @IoD_EastMids.

Follow us on Twitter to keep up to date on upcoming events, how to book on to them, news, pictures from events, opening times of our lounges and more.

If you don’t have an account or it never crossed your mind to have one, why not sign up? It’s free, quick and easy to sign up and whether you’re new or old, Twitter is a great way to stay connected and in touch.

It’s not just the IoD East Midlands you can follow; there are other IoD accounts such as:
• The Institute of Directors – @The_IoD
• East Midlands Regional Director – @RonMLynch
• The IoD 99 – @IoD_99
• Student Membership –@IoD_Students
• IoD Press Office – @IoD_Press

We’re always grateful for a like, retweet or comment.

The recent IoD Creative Taster Workshop for Business offered some interesting takeaways for participants on innovation. Event lead Sara Penrose reports

Raising productivity, improving engagement and developing a more agile workforce provide clear competitive advantages for businesses in an ever-changing environment.

At this IoD evening workshop, delegates experienced how these three areas can be improved by fusing creative skills with practical ‘learn by doing’ in a lively, thought-provoking and structured two-hour taster session at the Holiday Inn Northampton.

My background is as a chartered chemical engineer – and a self-taught artist, so delegates were asked to complete a landscape oil painting. Through this creative task, analogies were drawn back to good project management and process improvement. Delegates were encouraged to think laterally about problems and find solutions by looking at things differently.

Their journey began with a degree of uncertainty but evolved into focused and interactive participation.

The impact of the workshop was measured by the Sara Penrose Limited Creative Insite Tool, which showed a change of thought in attitude of 19%, analysis 20% and perception 16% – all valuable skills in raising productivity.

The workshop was well received. Delegates reported it was “Very interesting and helps show how tasks/projects can be planned and delivered step by step;” “Excellent Opportunity for lateral thinking, great analogies to project management and change management processes”, and finally “Fabulous! Everyone should try it!”

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More information can be found at www.sarapenrose.co.uk, or contact Sara by email workshops@sarapenrose.co.uk

www.ioc.com/emidlandsevents
Director of the Year Awards

Challenging times but our directors still win through

2019 IoD East Midlands Director of the Year Awards pay tribute to region’s business leaders

The region’s finest business leaders were rewarded for their hard work and results as IoD East Midlands held its annual Director of the Year awards. Among those to take home well-deserved recognition of their achievements over the past 12 months were Sam Kirk and Jake Third in the Young Director category, Richard Weaver, Mark Esho in the Inclusivity category and Gareth Thomas, who was non-executive Director of the Year.

Winners were drawn from across the region, with Mark Samworth, Ashley Cooper, Adam Burrage, Gareth Thomas and Stephen Smith all winners from Leicestershire, while Lincolnshire had a superb day, chalking up wins from Bruce Spencer-Knott, Bill Skelly, Caroline Killeavy, Naomi Watkins and Sean Ramsden.

Ron Lynch, IoD East Midlands Regional Director commented: “In a fast-paced and challenging business world it is great to see the vision and entrepreneurial qualities of directors in the East Midlands. "We have so many great businesses being run here, by committed, innovative and focused directors."

The event – held in the stunning surroundings of Winstanley House in Leicestershire and sponsored by Leicester Castle Business School, De Montfort University – was expertly compered by BBC East Midlands Today presenter Anne Davies, who interviewed each winner as they collected their award from the category sponsor.

Winners of the twelve categories will go forward to the IoD’s national finals in London on October 18.

Mark Samworth of Samworth Brothers in Leicester won Chair’s Award for Excellence in Director and Board Practice. He was praised by IoD Regional Chairman Garry Smith who commented: “Mark has played an integral part in ensuring that the Samworth Brothers business lives its values of quality, commitment to people and communities and excellence in customer service. “He is a worthy winner of this prestigious award, which recognises excellence and professionalism in the role of director.”

Sam Kirk of J-Flex and Jake Third of Hallam Internet were jointly awarded the Young Director award and paid tribute to each other’s successes, highlighting how two different businesses had faced similar challenges in establishing themselves.

The judges praised Sam’s thorough understanding of the breadth of the role of a director, not just the commercial results and the tangible drivers of it but also the more esoteric elements of leadership, such as self awareness and independence.

Meanwhile, Jake has, the judges said, pioneered the introduction of many innovative ways of working for the whole company while delivering strong commercial results.

Marie Pritchett of Skillforce Development was highly commended in this category.

The SME category was split to acknowledge the different challenges facing businesses of all sizes. Richard Weaver of XenoGesis was Director of
The winning line-up from the IoD East Midlands Director of the Year Awards.

All awards photographs courtesy of Peter Nutkins (IoD member)

Event AV by The Presentation Group - Dominic Robertson (IoD member)

the Year SME – Small Business, and told Anne that it was particularly gratifying to be recognised at these awards as a business owner in what is a very tough environment. Judges hailed his strong leadership, which had been required to deliver a very impressive track record of growth, while developing an excellent staff culture and learning environment.

The winner in the SME Medium Business category was Stephen Smith of the EMB Group. Judges said his nomination showed an engaged and committed director who is able to identify market opportunities and to go for them, while balancing risk management and risk appetite.

Katrina Starkie of Purpose Media and Russell Copley of Greenborough Management were both highly commended in the SME Small Business category, as was Gareth Davies of Essential Site Skills. Tracey-Jane Duncan-Moir of A1 Flue Systems was highly commended in the SME Business Medium Category, alongside David Cooper of FFP Packaging.

In the Large Business category the winner was Sean Ramsden of Ramsden International. The award was collected on his behalf by his colleague, Ruth Hargreaves, who described Sean as a “true inspiration to work for.” His impressive mission is two-fold: to fly the flag for UK plc on the world stage, but also create well-paid jobs in deprived areas and communities in Grimsby.

Sean has transformed a tiny business into a world leader, injecting more than £515 million into the British economy while improving local lives.

Ashley Cooper of Edward Cooper Young chartered surveyors won the Director of the Year Corporate Social Responsibility. The award would come, he told Anne Davies, as something of a surprise to the many people who told him his plans were unlikely to succeed – and he was delighted to have proved them wrong!

Continued on page 12
Judges certainly thought he had, hailing his grasp of the importance of ethical and fair business practices, and recognising the mentoring role all directors need to have.

The Non-Executive Director of the Year was Gareth Thomas of Peritus Learning and Development Ltd. He demonstrated, judges said, a clear understanding of the role of the non-exec in providing strategic direction and the need for good corporate governance, and highlighted the importance of an NXD on business success.

Chris Everard was highly commended for his valued work with Alex’s Wish charity, with the award received on his behalf by Zoe Edwards.

The challenges facing the two sectors that operate outside the private business world were acknowledged with a number of awards. Bill Skelly, Chief Constable of Lincolnshire Police, was named Public Sector of the Year. Bill has demonstrated a strong knowledge of governance, strategy, leadership and finance as it applies to a public sector organisation working within austerity measures, and has a strong personal ethos that underpins the knowledge-base and skills-set that he applies. He aims to influence beyond his authority.

David Eade of Nottingham Trent University and Claire-Marie Cuthbert of The Evolve Trust were both highly commended in the Public Sector category.

The Third Sector Award – which acknowledges those in the social and charitable sectors – was won by Caroline Kilkeavy of Lincolnshire YMCA. She was quick to praise her fellow directors, without whose superb support she would never have been able to achieve as much.

Caroline has shown great focus on meeting challenges, implementing new structures and showing a real passion to deliver services in a truly ethical manner.

The result has been an impressive track record in delivering outcomes that have a real impact on the community and people’s lives.

Start-Up categories are usually dominated by tech businesses, but the IoD’s judges were hugely impressed by Naomi Watkins of NW Counselling Hub CIC. Naomi said her journey with the organisation in the past two years had been exhilarating, and it was great the IoD should recognise a community interest company. Judges said Naomi demonstrated clear strategic thinking and decision-making, as well as an understanding of what needs to be done to bring further growth – all built on a foundation of strong governance. Julie Colan of Secret Whispers was highly commended, as was Sanjiv Corepal of Unlimited Wellbeing.

Adam Burrage of Trident was named Director of the Year in a family business, and along with Kim Burrage had offered a great example of how family businesses can overcome serious setbacks and drive significant change by understanding the technical, people and customer aspects of their business.

Mark Esho of Easy Internet Services won the Director of the Year for inclusivity and highlighted the importance of giving back to society.

Bruce Spencer-Knott of Minster Surfacing won the Director of the Year in the Innovation category. It was marvellous to see the lead that Bruce is taking to raise awareness and win work through an innovative, greener and more sustainable outlook. John Fennell of Rotherwood Group was highly commended.

Finally, at a time when the question of British exporting has never been more important, given the debate over Brexit, the Director of the Year for the International category was Guy Schanschfield MBE of Bambino Mio. Guy has, the judges said, showed remarkably shrewd judgment in developing brand awareness and product availability in key overseas markets and led continuous international expansion.

Gary Headland of Lincoln College was highly commended.
AWARDS SPONSORS

Director of the Year Corporate Social Responsibility: MAG East Midlands Airports Group
Director of the Year Family Business: Nelsons Solicitors
Director of the Year Inclusivity: Kudos Technology
Innovation Director: Morningside Pharmaceuticals
International Director: Department for International Trade
Non-Executive Director: jch:wealth management
Public Sector Director: Chamber Media Services
Third Sector Director: Midlands Business Link
Start Up Director: Winstanley House
Young Director: Orange Ball and Julian Webb – Change2Achieve Ltd
SME Director: Belvoir HR
Director of the Year Large Business: Quiet Storm Solutions
Are you ready to pass on some of your experience to help develop the skills and careers of the next generation of business leaders through the IoD £10 Challenge?

This is a fantastic opportunity for you to work with some highly driven and motivated students as well as impart your business knowledge to help raise money for a fantastic cause.

We are looking for company owners, directors and managers with a minimum of five years’ business experience to support a group of Nottingham Trent University (NTU) students through the challenge, which raises money for the John van Geest Cancer Research Centre. Last year the challenge raised over £6,000!

The £10 Challenge sees the students split into small teams, and each group is given just £10 as seed capital. Using their entrepreneurial skills, the challenge for the teams is to grow the amount as much as possible. Each group works with an IoD member as a mentor who provides their advice and expertise. This year the event is over a longer period of time as it forms part of a module in the students’ courses.

**KEY DATES FOR YOUR DIARY:**

The £10 Challenge will take place twice over the 2019-2020 academic year at City Campus, Nottingham Trent University.

**Autumn 2019**
- Launch event – Tuesday, 29th October 2019
- Celebration event – Tuesday, 26th November 2020

**Spring 2020**
- Launch event – Monday, 3rd February 2020
- Celebration Event – Wednesday, 1st April 2020

Your role as a mentor is as formal or informal as you wish. You can offer feedback on your group’s ideas, attend product launches or by promoting your group on social media or offering encouragement by phone or text throughout the challenge.

To register your interest and find out more please e-mail Cari Grice at Cari.Grice@iod.com or call the IoD East Midlands office on 0115 848 6190.

Please indicate if you’d prefer to mentor for the Autumn 2019 and/or Spring 2020 challenge.
The DIT exists to help UK companies export

Whether you are looking to start exporting for the first time or expand on overseas sales, we can help. We help large and small companies in a variety of sectors to export their products and services.

Talk to us today to start your export journey!

Gain knowledge from our experience and expertise

- Our International Trade Advisers provide free of charge advice on your export strategy
- Specialising in key Midlands sectors, they can tap into expertise globally with their huge network of contacts
- We have staff in Embassies and Consulates around the globe researching opportunities and helping you break into their market

Access a full calendar of activity tailored to you

- Free of charge workshops, webinars and seminars on key export-related topics
- 1:1 clinics with our e-commerce and market research specialists
- Meet the Buyer opportunities in the Midlands and beyond
- Market Visits – your chance to take part in organised trade missions led by one of our experts

Learn about funding streams across the region

- Signposting and access to funding streams around the region
- Solo market visits and exhibitions

Benefit from our partnerships

- We are able to leverage a huge range of information, advice and help from our partners in:
  - Finance from DIT’s UK Export Finance Division
  - Legal from the government-led Intellectual Property Office
  - Academia from the universities around the region who can provide you with student help

We only succeed if you succeed, so get in touch to find out how we can help you to realise your export potential.

Want to know more? Contact us at info@tradeEM.co.uk or via +44 (0)345 052 4001
Japan targets high quality, from the traditional to the hi-tech industries

Keith Webster, founder and director at KCStrengthsHUB and an IoD99 member, recently attended the G20YEA Fukuoka summit, partnered by EY & Accenture. Here he offers his thoughts on the trip.

This was the 10th summit of entrepreneurs from across the G20 countries, brought together for what was the first G20YEA to take place in Japan. Our base was Fukuoka City, a city famous for its ‘yatta’ stalls in the street, selling Tonkatsu Ramen noodles and other foods, as well as the home of Pokémon.

It is also Japan’s fifth largest city and, crucially for our visit, is also Japan’s leading city for start-ups. Indeed, it is known as a leading start-up city for foreign entrepreneurs, having enacted the ‘Declaration of Start-up City Fukuoka in 2012’. The city is No 1 among all metropolises in the world in terms of the growth in numbers of young entrepreneurs and the city is the most advantageous one in which foreigners can launch businesses in Japan.

To make itself more attractive to entrepreneurs, the city has removed bureaucracy, de-regulated and established a start-up culture, to become one of the most advanced cities in Japan for start-ups, and the city is will continue to offer more opportunities for start-ups in the future.

The theme for this year’s G20YEA Summit was ‘Imagination Economy – For a Sustainable Future’. It’s all about how creative thinking is shaping the economy of the future in a sustainable way.

The UK delegation was drawn from the ranks of IoD99 members and fantastically led by Alex Mitchell and Claire Starza-Allen. It was a diverse and dynamic group, with members running businesses which are potential game changers in their sector, and all visited Japan with a huge appetite to learn.

The summit programme was excellent and began with a series of company visits to world-leading business in the Kyushu prefecture. First up for me was a visit to the largest Lexus plant in the world, employing 7,000 + workers and manufacturing 430,000 Lexus per year. 90% of these vehicles are exported, going out to more than 80 countries, globally, from the ports in the region.

What was so engaging for me was the fact that, despite advances in technology in this state-of-the-art manufacturing plant, the trust to get the job done to the very best standards still lies with the plant’s human labour force.

Yes, technology and robots are used everywhere they can add value, however, it is the ‘human eye’ that is trusted to ensure that each Lexus model rolling out of the plant is of the very best standard. Indeed, what was most endearing was the culture where ‘Every worker actively encouraged to challenge and say “No”, this can be done better’!

Following that our group paid a visit to the Muhomatsu Shuzo saké plant. This was a complete contrast to Lexus: a business founded 142 years ago that is still producing Japan’s national drink, saké, in the traditional way, with traditional materials and equipment but nevertheless committed to the same staggering levels of quality.

The days that followed were excellent, with speakers, panels and obviously the all-important networking and cultural opportunities in the evening. There was even a pitch session where we had UK representation.

The final communiqué from the G20YEA summit was delivered to the G20 Finance Ministers and Central Bank Governors who met in Fukuoka city ahead of the main G20 summit, which was held in Osaka, in June.

The experience was a wonderful opportunity to meet fellow young entrepreneurs from across the globe, and make what I’m sure will be some good friendships in the years to come.

My take-home message for ALL business is: what can you create and contribute for people and society, and how will it sustain their future and that of all our children?

“What can you create and contribute for people and society, and how will it sustain their future and that of all our children?”
How accountants helped WW2 heroes get a world-class memorial centre

In 2009, a group of historians, veterans and civilians in Lincolnshire came together with the dream of creating a world-class facility that would serve as a point for recognition, remembrance and reconciliation for Bomber Command.

Ten years later, the International Bomber Command Centre (IBCC) near Lincoln is now a reality, paying respect to the more than one million men and women from 62 countries who came together in Bomber Command during World War Two.

Throughout eight years of fundraising, the Lincolnshire Bomber Command Memorial Trust behind the project worked closely with accountants from Duncan & Toplis as it raised the £13 million needed to complete the ambitious project.

Today, the centre is home to the UK’s tallest war memorial which stands 31m tall atop a hill overlooking the city of Lincoln. The IBCC also hosts a state-of-the-art education and exhibition centre and memorial garden, and has now been open for one year.

Looking back on the journey, Chief Executive Officer of the IBCC, Nicky van der Drift, said the team was facing an enormous task: “We were a charity starting from scratch with a very ambitious and challenging aim to raise a lot of money for a big vision.”

The trust had a dream of building a centre that not only commemorated the bravery and sacrifice of those who worked with Bomber Command, but to also officially recognise the vital role played by Lincolnshire in the Second World War.

To make sure the project and its fundraising ran smoothly, the trust drew on the services of East Midlands accountants and business advisers, Duncan & Toplis which has supported the project from the very start, as Nicky (pictured) explained: “We have relied on the team at Duncan & Toplis at every stage to make sure we’re operating in the best possible way.

"Initially, the planning, fundraising and construction all had to start from zero. Without Duncan & Toplis’ expertise guidance and advice, the project wouldn’t have been possible. They have really taken some of the pressure away from us. Their work made sure we keep our charitable status, and help us keep more of our funds within the charity.

"Fundraising throws up a lot of additional challenges: we have had to make sure our finance function is fit for purpose, dealing with complex financial regulation particularly around VAT rules.” However, the success of the eight year project did not go unnoticed. Duncan & Toplis received an award for Outstanding Advisory / Client Project of the Year at the British Accountancy Awards and went on to be named ICAEW East Midlands Large Accountancy Firm of the Year.

Meanwhile, the IBCC has since gone on to win a series of awards including East Midlands Development Project of the Year. The Sandford Award for Heritage Education, a Visit England Rosette and a TripAdvisor Certificate of Excellence.

Duncan & Toplis director, Alistair Main, IBCC’s dedicated business adviser, said: “This is a fantastic Lincolnshire-based charity that we’ve been able to support from the first pound raised to the final brick laid.

“It’s been very complex, but very rewarding, interesting work. We are proud to support this important project” “Now that the centre is open, we are continuing to support the charity by helping it to run as efficiently as possible. Our work frees up the centre to better do its work – to tell the story of those who gave their lives for Bomber Command.”

Last month saw the 75th anniversary of D-Day and the Normandy landings, which were made possible by the bombing campaign conducted by Bomber Command in the days that preceded it. To mark the anniversary, the IBCC hosted two outdoor concerts and the centre is continuing its role as a focal point for remembrance and reconciliation.

Duncan & Toplis Chartered Accountants and Business Advisers was established in 1925 and has 11 offices across the East Midlands in Lincolnshire, Nottinghamshire and Leicestershire. Duncan & Toplis offers a wide range of services from accountancy, audit and tax to payroll and HR and appears in the top 30 UK accountancy practices list published by Accountancy Age.

Find out how Duncan & Toplis can support your business by calling 0808 169 1196 or by visiting www.duntop.co.uk.
Is mental health hurting your wealth?

The Economics - Mental Health at Work

by Nick Avill

Mental Health at work seems to be the hot topic. Why is everyone talking about it suddenly? The cost-down, productivity-increase culture of the modern workplace is a reality for most organisations; it doesn’t look like that’s going to change anytime soon.

Technology designed to make our working lives simpler has just made everything happen faster. As we become busier and busier, stress-related ill health is now becoming a real problem on many balance sheets.

Look at some of these worrying statistics published by Public Health England:
• Over 15m days are lost to stress, depression and anxiety a year.
• Mental health conditions are a leading cause of sickness absence in the UK.
• The cost to the taxpayer is over £70bn.

Unhealthy workforces are hurting the UK economy – as the sick man of Europe, the UK has among the lowest productivity rates in the EU.

The combined costs of sickness absence and lost productivity are estimated to be £100bn annually – this is greater than the annual budget for the NHS.

It is little wonder then, that both the government and employers are starting to pay attention to mental health at work.

What is mental ill health?

One in four people in the UK will have a mental health problem at some point. While mental health problems are common, most are mild, tend to be short-term and are often successfully treated, with medication, by a GP.

Mental health is about how we think, feel and behave; anxiety and depression are the most common mental health problems, they are often a reaction to a difficult life event, such as relationship breakdown, but can be caused by work-related issues.

If stress is prolonged it can lead to both physical and psychological damage, including anxiety and depression.

Episodes of significant stress-related ill health on average, lead to a period of

39 days absence a year according to Public Health England.

What can you do about stress in your workplace?

What early intervention strategies can employers implement?

Many people are reluctant to discuss mental health issues with their manager, as they fear it could affect promotion or worry that their peers will judge them. This only reinforces the stigma surrounding mental health issues.

In order to challenge this stigma, workplace culture must be open and supportive, encouraging employees to approach their colleagues or line manager with issues of this nature.

Regular communication

There are simple ways that employers can show that they care about the wellbeing of their staff. Regular communication about mental health during one-to-one lunches, or even team events, could encourage staff to open up.

Breaking the silence is the first step towards combating the stigma attached to mental health.

Early intervention strategies can be incredibly valuable for employers and, more importantly, their employees. Early intervention measures include the provision of mental health first-aiders, or nominated responsible people that are amenable to offer support.

Mental health first-aiders

Most employers, no matter how small they are, will have a first-aid, as it is required by law.

But why not take the extra step and nominate first-aider to train as a mental health first-aider? It makes good business sense, as it allows employees to raise any issues before they reach a crisis point and start to have a detrimental effect on the organisation.

Survey your workforce

Confidential surveys are a great technique to establish a baseline. Not only is a mental health survey low cost, it is also an effective way of benchmarking your organisation against other employers. Employees must be assured that the information they give is confidential.

When should employers intervene?

Action taken at the earliest stage can help to resolve the issue efficiently and prevent further deterioration.

If an employer is concerned about an individual’s wellbeing, working with an occupational health service can allow them to encourage an early referral before they are signed off from work.

HR initiatives, employers can offer staff an extra support system, too.

• Article courtesy of Ginger Dog
Understanding the mental health and wellbeing in the workplace of your employees was the key topic as an IoD panel event held at Expo East, says Gary Headland, IoD Greater Lincolnshire Chair

As a leader of a large and complex organisation operating across multiple countries, I know that the quality of our people is absolutely key to our success – and that ensuring they are in the best mental health possible is as vital as their physical health.

Investing properly in your people is essential but in the current financial climate, it is also increasingly challenging.

I don’t just mean investing in pay but in all facets of their working lives: their working environment; the equipment they use; the amount of time people have for thought and professional development; the quality of catering and rest facilities away from the desk; the working culture and expectations, especially in relation to email; removing organisational policies that unwittingly constrain or frustrate, etc, etc.

All of this comes together under the banner of health and well-being and it is as applicable for senior directors as it is for front-line staff.

On careful reflection, I am wondering about the organisations in which I have worked for the past 34 years and whether the investment was made in encouraging and enabling health and well-being or actually dealing with the symptoms of a workforce that is inherently unhealthy or unwell.

One thing I am very clear about is that as leader I need to develop a much deeper understanding of this topic than I have now.

To that end, I was pleased to lead a IoD panel on this topic at Expo East held at the Newark Showground on 16th May.

The panel stimulated a great deal of discussion both during the one hour discussion and afterwards.

The session covered a huge amount of ground but one thing remained constant throughout the discussions, that in the fast-paced contemporary working environment, we have to do more to support our people to lead happy, fulfilled and healthy working lives.

“We have to do more to support our people to lead happy, fulfilled and healthy working lives...”
Events

IoD East Midlands Events Diary

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Location</th>
<th>Venue</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>9th Sept</td>
<td>Members’ Evening</td>
<td>East Midlands</td>
<td>Castle Business School, Leicester</td>
<td>5.30pm-7.30pm</td>
</tr>
<tr>
<td>11th Sept</td>
<td>Directors’ Duties &amp; Responsibilities</td>
<td>Notts/Derbys</td>
<td>Nelsons, Nottingham</td>
<td>9.00am-11.30am</td>
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<tr>
<td>12th Sept</td>
<td>Leicester Professionals Lunch</td>
<td>Leicestershire</td>
<td>Chutney Ivy, Leicester</td>
<td>12.30pm-2.30pm</td>
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<tr>
<td>17th Sept</td>
<td>Generation Z in Business</td>
<td>Northamptonshire</td>
<td>Ricoh UK Ltd</td>
<td>5.30pm-7.30pm</td>
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<tr>
<td>19th Sept</td>
<td>Regional Networking Lunch</td>
<td>East Midlands</td>
<td>Crowne Plaza, Nottingham</td>
<td>12.00pm-2.00pm</td>
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<tr>
<td>27th Sept</td>
<td>Connected Roadshow</td>
<td>East Midlands</td>
<td>Nottingham Belfry Hotel</td>
<td>9.00am-2.00pm</td>
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<tr>
<td>1st Oct</td>
<td>Members’ Evening</td>
<td>East Midlands</td>
<td>Crowne Plaza, Nottingham</td>
<td>5.30pm-7.30pm</td>
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<tr>
<td>3rd Oct</td>
<td>IoD 99 Social</td>
<td>East Midlands</td>
<td>Revolución de Cuba, Nottingham</td>
<td>5.30pm-7.30pm</td>
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<tr>
<td>16th Oct</td>
<td>Escape Rooms Experience</td>
<td>Greater Lincolnshire</td>
<td>Escape, Lincoln</td>
<td>12.30pm-3.30pm</td>
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<tr>
<td>18th Oct</td>
<td>IoD Director of the Year Awards</td>
<td>National</td>
<td>The Brewery, London</td>
<td>TBC</td>
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<tr>
<td>29th Oct</td>
<td>£10 Challenge Launch event</td>
<td>Student Membership</td>
<td>City Campus, Nottingham Trent University</td>
<td>5.30pm-7.30pm</td>
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<tr>
<td>12th Nov</td>
<td>Nottingham Professionals Lunch</td>
<td>Notts/ Derbys</td>
<td>MemSaab, Nottingham</td>
<td>12.30pm-2.30pm</td>
</tr>
<tr>
<td>26th Nov</td>
<td>£10 Challenge Celebration event</td>
<td>Student membership</td>
<td>City Campus, Nottingham Trent University</td>
<td>5.30pm-7.30pm</td>
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<tr>
<td>6th Dec</td>
<td>Annual Lincolnshire Lunch</td>
<td>Greater Lincolnshire</td>
<td>Bentley Hotel, Lincoln</td>
<td>12.00pm-3.00pm</td>
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<tr>
<td>12th Dec</td>
<td>Leicester Professionals Lunch</td>
<td>Leicestershire</td>
<td>Chutney Ivy, Leicester</td>
<td>12.30pm-2.30pm</td>
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</tbody>
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For more details or to book on any event, contact Cari Grice on 0115 848 6190 or email cari.grice@iod.com. Alternatively, see www.iod.com/emidlandsevents.

More events are added throughout the year, so always check the IoD website for updates.

Professional Lunch – Leicester

Professionals from Leicester and further afield were treated to a great meal and some equally high-quality networking at the most recent event in our IoD East Midlands Professional Lunch series.

Held in the city’s popular Chutney Ivy restaurant, members and their guests were treated to a free drink courtesy of event sponsor Nelsons before tucking in to a superb meal prepared for us by the Chutney Ivy’s award-winning chefs.

Our next Professional Lunch events will be on September 12 (Leicester) November 12 (Nottingham). See facing page for more details.
Why not join us at one of our Professional Lunches for the remainder of the year?

We alternate between hosting Professional Lunches in Nottingham and Leicester. Both events are kindly sponsored by Nelsons, providing all attendees with a free drink on arrival.

After that it is a case of tucking into some of the UK’s finest Indian cuisine, courtesy of our host restaurants, MemSaab in Nottingham and the Chutney Ivy in Leicester.

Both are multiple award-winners and will ensure that you enjoy a fabulous meal while getting on with some informal – but invaluable – networking.

Our Professional Lunch series cost:
- £25 + VAT for members,
- £32 + VAT non-members.

Book at www.iod.com/eastmidlands

NEXT DATES:

**NOTTINGHAM**
- Date: Tuesday, 12th November
- Venue: MemSaab, Nottingham
- Time: 12.30pm - 2.30pm
- Cost: Members, £25 + VAT; Non-members, £32 + VAT

**LEICESTER**
- Date: Thursday, 12th September
- Venue: Chutney Ivy Restaurant, Leicester LE1 1TR
- Time: 12.30pm-2.30pm
- Cost: Members £25 + VAT; Non-members £32 + VAT

“Our hosts are multiple award-winners and will ensure that you enjoy a fabulous meal while getting on with some informal – but invaluable – networking...”
Ice touch from polar explorer at Regional Networking Lunch

Date: Thursday, 19th September
Time: 12.00pm-2.00pm
Venue: To be confirmed
Cost: Member £35 + VAT
Non-Member £45 + VAT
Student Member £30 + VAT

For our next regional networking lunch we are delighted to announce that Fiona Thornewill MBE will be joining us for what we’re sure will be an inspiring and motivating afternoon.

Fiona was the first British woman to walk to both the North and South Poles and broke the world record for being the fastest person to walk to the South Pole solo and unsupported.

Fiona has won numerous awards, including Pride of Britain in 2000, European Woman of the Year in 2004 and in 2006 was awarded an MBE for services to charity and polar exploration.

Fiona is passionate about inspiring others to achieve their dreams and goals. This will be a perfect networking opportunity mixed with an amazing speaker over a two-course lunch.

Fiona Thornewill MBE

Fiona Thornewill has a host of records and achievements under her belt, which makes her a fascinating speaker.

In 2000 she was the first British woman to ski to the Geographic South Pole, and in the following year made the same journey to the North Pole, making her the first woman to claim both poles on skis. She is also the fastest woman to ski to the North Pole, taking 55 days, and was the fastest person ever to ski to the South Pole (41 days).

She also made the first crossing of Great Bear Lake, North West Territory, Canada and with partner Hans Florine made a successful ascent of the historic Nose of El Capitan, in Yosemite National Park, USA.

In addition to the awards above, she was Poland’s Explorer of the Year in 2008 and was named Woman of Substance in 2011.

In her own words... “I tried being a receptionist... and thought straight away I can do better than this…”
On reaching the Pole: “This time, there was no voice saying: “Fiona you can do more.” Overhead, the sun blazed through a cobalt sky peppered with flecks of silver spindrift. Behind me, a white horizon extended without boundary to a remote inlet 700 miles away. Then the tears came – like those of a child. And I saw vividly then, the faces of people I loved - and whose love - had pulled me on every step of the way. Of Bill, my friends, my family and my beloved husband - without whose belief in me - I wouldn’t be there. My emotions were so rich: Relief, pride, utter contentment and a sense of achievement - fully proportional to what I’d overcome. I was deeply, deeply, happy- and that’s how success feels…”

IoD99ers accelerate business growth

Date: Thursday, 3rd October
Time: 5.30pm-7.30pm
Venue: Revolucion de Cuba, 26-28 Market Street, Nottingham NG1 6HW
Cost: No Charge for members

Come and meet IoD 99 members from across the region at the group’s next networking event, in Nottingham’s popular bar, Revolucion de Cuba.

IoD99 – the group specially focused on younger professionals leading start-up businesses – attracts ambitious entrepreneurs from across the East Midlands, all of whom are looking to accelerate their business with the help of professional support from the IoD.

The event is free to attend, but places are very limited and we expect there to be a lot of interest, so please book on early.

We have a small number of guest places available, so if you are not an IoD 99 member but are interested in joining, come along: just select the non-member option when booking online.

The event will be very relaxed and informal, with networking over two free drinks and nibbles free of charge. There’s also an opportunity for attendees to give micro pitches about their business.

Well, if you don’t attend...you never know who you might have met... and remember, networking is key to business growth.

These 99 Socials have proved incredibly popular across the country, so why not give it a try?

The event starts at 5.30pm – and please let us know if you have any special dietary requirements.
Directors’ duties and responsibilities: What to watch out for

Date: Wednesday, 11th September
Time: 9.00am-11.30am
Venue: Nelsons, Pennine House, 8 Stanford Street, Nottingham NG1 7BQ
Cost: Free of charge

Directors must comply with both fiduciary duties and statutory duties imposed on them by the Companies Act 2006. A breach of these duties can pierce the corporate veil and expose directors to personal liability in respect of those breaches on a civil basis, both when the company is solvent or when the company is experiencing financial difficulties.

Examples include: a failure to promote the success of the company, conflicts of interest, misfeasance and wrongful trading.

Find out more at this interactive event with our sponsors Nelsons. We will also take a look at the introduction of the Loan Charge and the impact that that and other HMRC stances are having on director’s remuneration.

Fancy an escape from the office...

Date: Wednesday, 16th October
Time: 12.30pm-3.30pm
Venue: ESCAPE LINCOLN, Sessions House, Lincoln College, Monks Road, Lincoln LN2 5HQ
Cost: Members £30 + VAT
Non-members £35 + VAT

Fancy an escape from the office with a difference? Then join us at Lincoln’s Premier Escape Room – ESCAPE LINCOLN.

If you’ve never been to an Escape Room before, they work on a simple premise. Participants are locked in a room with colleagues, and have to work together to escape.

It is a great team-building exercise. Can you and your colleagues work together to solve live puzzles and complete a series of challenges to escape within one hour?

The room encourages teamwork, communications and creative and critical thinking as you try to solve a series of baffling clues. Only by solving the clues around the room will you be allowed to escape!

Delegates will get to know one another a lot better as they work together to escape the room and celebrate the sense of achievement that comes with a successful escape.

Included in the ticket price is lunch and a presentation on the history and start-up of ESCAPE LINCOLN.

With thanks to our Branch Sponsor

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Annual Lincolnshire Lunch

Date: Friday, 6th December
Time: 12noon-3pm
Venue: The Bentley Hotel, Lincoln, LN6 9NH
Cost: Early Bird Offer until 31st July
   Members £38 + VAT
   Non-members £48 + VAT
   Table of 10 £342 + VAT
   Table of 8 £266 + VAT
   Table of 10 £342 + VAT
   Full Price from August 1:
   Members £42 + VAT
   Non-members £52 + VAT
   Table of 8 £294 + VAT
   Table of 10 £378 + VAT

With thanks to our Branch Sponsor

The IoD Lincolnshire branch has an exceptional business leader confirmed for its annual Lincolnshire Lunch.

Our guest speaker will be Ursula Lidbetter, MBE, BSc, FCIS, DL.

This promises to be a lively afternoon, offering members and the wider business community an opportunity to enjoy relaxed networking and an excellent three-course festive meal; a perfect atmosphere for entertaining clients and colleagues.

Ursula is Chief Executive of Lincolnshire Co-op, an independent body owned by its 280,000 members. She served as chair of the Co-operative Group from 2013-2015, leading it through a period of major reform. She is now a Director of Co-operative Federal Retail and Trading Services.

She has held numerous other roles. She is Deputy Lieutenant of the County of Lincolnshire, chaired the Greater Lincolnshire LEP since it formation in 2010 and led Lincolnshire Chamber of Commerce for almost 20 years.

Ursula is also the current Chair of the Lincoln Business Improvement Group and a member of the University of Hull’s Council, from whom she has an honorary degree, and sits on the Retail Sector Council.

www.iiod.com/emidlandsevents
The award-winning and market-leading Lincolnshire-based Micronclean UK hosted members of the Lincolnshire IoD Branch for an afternoon behind-the-scenes tour that offered some exciting glimpses of how a successful business operates.

Robert Parker, managing director, was our host for the day and gave an inspiring presentation about the business, followed by an exceptional lunch and tour of the state-of-the-art Louth facility.

Micronclean has been owned and managed by one family since the 1920s and is a specialist supplier of workwear rental and laundered clean room garments to the UK market. It also now supplies cleanroom consumables worldwide. The visiting directors on the IoD tour were particularly impressed with the SKIEs attributes which encompass the company’s principles: Stewardship, Knowledge, Innovation and Excellence. SKIEs now provides the compass for the strategic direction, inform day-to-day business decisions and keep customers firmly at the centre of everything that the company does.

Robert, an active member of the IoD and a member of the IoD Central Nottingham Mastermind group, told the group about the company’s leadership team’s exciting plans for future growth as it looks to implement the next stage of its corporate strategy.

Why attend?
• Connection is more vital to business than ever. Leaders must be connected to ideas, technology, cultures and people to embrace an ever-changing world and stay ahead.
• We’ll understand how opportunities have been created to make the workplace more productive.
• We’re wired to connect... the best business happens when the right people are working together to go further and achieve more; that person that challenges you to think differently, learning something new from a mentor, offering a piece of advice to someone starting out. Technology, infrastructure, networks and industry should enable us to do what we do best.

Key Topics
• Cyber Security
• Digital transformations
• Leading from the top
• Organisational performance and structure
• Technology/Robots/Automation

Leading the world from a site in Louth, Lincolnshire

The IoD group was hugely impressed at the level of constant innovation displayed by the business. Micronclean always strives to be the first to develop new technological solutions that change the shape of the markets they serve, which then creates quality and efficiency for their customers.

That helped to explain why Micronclean is so far ahead of the competition in so many ways, not only in the UK but worldwide.

Micronclean now employs over 400 people across the UK, with most of these at its three main production sites in Lincolnshire.

IoD Open House on the Road: Connected Business

Date: Friday, 27th September
Time: 9am-2.00pm
Venue: Nottingham Belfry Hotel, Mellors Way 1, Nottingham NG8 6PY
Cost: Members No Charge
Non-Member £75+VAT

We’re wired to connect... the best business happens when the right people are working together to go further and achieve more; that person that challenges you to think differently, learning something new from a mentor, offering a piece of advice to someone starting out. Technology, infrastructure, networks and industry should enable us to do what we do best.

Key Topics
• Cyber Security
• Digital transformations
• Leading from the top
• Organisational performance and structure
• Technology/Robots/Automation

Why attend?
• Connection is more vital to business than ever. Leaders must be connected to ideas, technology, cultures and people to embrace an ever-changing world and stay ahead.
• We’ll understand how opportunities have been created to make the workplace more productive.
• We’ll discover how being connected will shape the future and help business grow.

This event is open to Members and Non-Members. Parking is available onsite. Please inform us of any dietary requirements.

To book or for more information, see www.iod.com.

Events
Directors’ duties and responsibilities

Company directors must comply with both fiduciary and statutory duties imposed on them by the Companies Act 2006 ("Act"). Any breach of these duties can expose directors to personal liability. Nelsons’ insolvency and restructuring partner Rachel McCahill answers some frequently asked questions in relation to the duties expected of directors under the Act, as well as what the consequences are if a breach occurs.

Under the Act, what duties do directors need to comply with?

- Directors must:
  - Act in accordance with the company’s constitution, and only exercise their powers for the purposes for which they were given.
  - Act in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members.
  - Exercise independent judgment and make their own decisions.
  - Exercise the same care, skill and diligence that would be exercised by a reasonably diligent person with the same general knowledge, skill and experience.
  - Avoid any situation that conflicts with the interests of the company, in particular in relation to the exploitation of any information or opportunity.
  - Not accept a benefit from a third party given purely because they act as directors.
  - Declare interests in proposed or existing transactions or arrangements with the company.

General duties are owed to the company, who can take enforcement action against a director if there has been a breach. The decision to start proceedings against a director can be made by either the board or an officeholder if there is an insolvency of the company.

What happens if a breach has occurred?

If a breach has occurred, it is important to seek independent advice. Potential remedies, include injunctions, damages or compensation.

There is also a risk of a criminal fine should a company director fail to disclose an interest in an existing transaction or arrangement.

If a breach of general duties has occurred, is there any support or assistance that is available?

- Yes - if a director finds they have committed a breach, the following assistance may be available:
  - the breach may be ratified by resolution of the company’s shareholders;
  - the court may grant relief if the director acted honestly and reasonably;
  - the company may have arranged insurance for its directors;
  - the company may indemnify the director against costs incurred in successfully defending a claim for breach.

Are there any other responsibilities that directors need to adhere to under the Act?

The most significant duties relate to the preparation and filing of the company’s annual reports, as well as obligations relating to the restrictions and conditions placed on transactions between a director and the company or loans made to a director.

A director also owes a duty of confidentiality to the company and must use company information for the benefit of the company only.

If the company is experiencing financial difficulties, can directors still be exposed to personal liability?

Where a company is in financial difficulties, directors should seek independent advice. Potential risks for a director in this situation include possible disqualification or being prevented from managing a company for up to 15 years, and being personally liable to contribute to the company’s assets, if they do not comply with their duties.

For advice and support on directors duties and responsibilities, please contact Rachel McCahill on 0800 024 1976 or email rachel.mccahill@nelsonslaw.co.uk.

Directors’ Duties & Responsibilities – what to watch out for!

Nelsons are holding a seminar with the IoD on Wednesday, 11th September at Nelsons’ Nottingham office. This is an opportunity to gain a better understanding of the fiduciary and statutory duties imposed by the Companies Act 2006, alongside examples including failure to promote the success of the company, conflicts of interest, misfeasance and wrongful trading.

More information on this event and details of how to book your place can be found on page 23 or alternatively you can contact Chloe Williams at chloe.williams@nelsonslaw.co.uk.
Accelerated Certificate in Company Direction

IoD East Midlands is running the Accelerated Certificate in Company Direction in Northampton this year. Business pressures can make it difficult to take time out to focus on personal and professional development and stay up to date. But with this fast-track course, you can take control of your development and become a certified director with this intensive residential course designed specifically for the time-poor leader.

Using a blend of online and face-to-face learning we offer directors the same expert training and knowledge available through the IoD’s traditional approach of one and two courses, but requiring only five consecutive days away from your business.

This programme provides fresh insights into the key areas of strategy, leadership, governance and finance, covering the subjects of the Certificate in Company Direction modules.

Certificate in Company Direction modules:
- Role of the Director and the Board
- Finance for Non-Finance Directors
- Strategy for Directors
- Leadership for Directors

Why attend?
- Achieve the IoD Certificate in Company Direction in a flexible way and without taking focus away from your professional life
- Share experiences with your peers in an environment conducive to intensive learning
- Minimise the amount of time spent away from the office
- Learn from leading industry professionals whose talent and ability has been proven in the marketplace
- Available for individual directors as well as groups of directors from the same organisation

The East Midlands course will be run from Fawsley Hall Hotel, Northamptonshire. The cost for members is £9,675 + VAT; Non-member: £11,775 + VAT. Prices are inclusive of all course materials, five nights’ accommodation, breakfast and group meals.

More information from www.ioldirector.com/training/qualifications/accelerated-certificate-in-company-direction

Role of the Non-Executive Director

IoD East Midlands will be hosting one of our most popular director development courses, the Role of the Non-Executive Director, later this year. No details on precise dates or venue as yet, but if you are interested in attending, please register your interest with Cari.Grice@iod.com

Professional Director Series

IoD East Midlands is launching the Professional Director Series.

Whether you’ve been a director for days or decades, there is always something new to discover about the role, your responsibilities, and the business world around you. It’s never been more important to be on top of your game with professional development.

To help you understand your role as a director, and future-proof your board and organisation, we’ve developed our Professional Director Series – bringing accessible and digestible CPD on the topics that matter.

The series is mapped to the IoD Director Competency Framework, keeping your learning relevant, up-to-date and in line with your professional development ambitions.

Whether you’re embarking on the Certificate in Company Direction or are a qualified Chartered Director, this CPD series is the perfect accompaniment – or refresher – to your existing knowledge.

You’ll also be part of a group of leaders from organisations of all shapes and sizes across your region, giving you the opportunity to connect, learn from each other, share your setbacks and successes, and encourage each other at the most senior level.

www.ioldirector.com/training/qualifications/accelerated-certificate-in-company-direction

PROFESSIONAL DIRECTOR EVENTS...

6th November in Nottingham: Strategic Decision Making and Step to the Top – Are You Board Ready?

13th November, Yew Lodge, Kegworth: Evaluating your board and Improving board dynamics

28th November in Leicester: Strategic Decision Making and the Top 5 Things Every Director Should Know.

All are morning sessions, running from 9am-12.30pm. The cost is £140 + VAT for members and £240 + VAT for non-members (per date). For more details see www.ioldirector.com/training
‘Pitbull of Personal Development’ bares his teeth at National Sales Conference

Exclusive 20% discount on tickets for IoD members

The National Sales Conference (NSC19) takes place at Coventry’s Ricoh Arena on Thursday, November 28th – and already it is looking on track to be an early sell-out and surpassing last year’s trend, when over 70% of attendees held a directorship role.

Now in its sixth year, the National Sales Conference (NSC19) is seen as the leading independent event for C-level sales-orientated leaders.

This CPD Accredited Educational Programme (7 hours/points) offers you and your sales team the opportunity to be empowered and inspired by key presentations from some of the world’s leading internationally renowned leadership and motivational speakers.

Making his first appearance on foreign shores for a few years is Larry Winget a motivational speaker, bestselling author, television personality and social commentator. Winget markets himself as “the trademarked ‘Pitbull of Personal Development’ and ‘World’s Only Irritational Speaker’”. He is the author of six New York Times/Wall Street Journal bestsellers and hosted the television series Big Spender. He regularly appears on many national news shows on CNBC, MSNBC, FOX Business Network, FOX News and also stars in his own online television show, Grow A Pair!

Larry Winget 

Larry’s #1 Rule for Life and Business: “Do what you said you would do, when you said you would do it, the way you said you would do it.”

Larry will be joined by a host of top speakers, including sales guru and master motivator Steve Head, communications expert Andy Bounds and, from the Department of Social Sciences at Loughborough University, Professor of Social Interaction Dr Elizabeth Stokoe.

This year the Stream-based conference will also feature break-out sessions with sales specialists offering a rich blend of ideas, expertise, networking opportunities and, of course, entertainment.

The Learning & Development stream aimed at internal sales learning & development roles, training managers, talent and sales enablement professionals continues to be one of the most sought-after tickets on the L&D conference circuit, due to the ‘pitch-free’ policy and the focus on purist L&D for academies and training programmes to aid sales transformation.

Growing on last year’s success of the academy sessions aimed at account managers, BDMs and sales executives there will be academy and inside sales streams that are designed at giving people outside of the leadership stream great practical give-aways to help boost their results and take their careers to the next level.

As a continuation of the NSC’s corporate social responsibility, 2019 sees the return of the graduate stream aimed at 18-24-year-old undergraduates who want to get a true flavour of what a ‘sales’ career can offer them, helping to build a better, more professional industry.

Key brands already committed to NSC 2019 include Barclaycard, City & Guilds, JCB, Premier Inn, Royal Mail, Siemens Healthcare, Total Gas & Power and UBM. Many are bringing multiple delegates – because they highly value the benefit to their sales leaders and teams.

Steve Lindsey, managing director of the conference organiser Lincoln West, comments: “More than a third of our visitors are directly responsible for sales revenues of up to £50m, so this is a fantastic place for such senior leaders to network and share best practices whilst forging business alliances and opportunities.”

Special offer for IoD members!

NSC has teamed up with the IoD to offer members a 20 per cent discount on all tickets. To purchase your discounted ticket and find out more about the NSC19, visit https://www.nsconference.co.uk/book-today/ and quote the code ‘IODNSC19’ to save an additional 20 per cent for both you and your sales team.

For bookings and further information on the National Sales Conference, visit www.nsconference.co.uk, contact: 01732 525 950, or email Nick Squire at nick@lincolnwest.co.uk.
Are you ready to scale-up?

There are over 35,000 scale-up businesses in the UK, says Lynn Oxborrow – innovative businesses that are hungry for growth. Collectively, they employ more than 3.6 million people and turnover in excess of £1 trillion a year. But can we do more to encourage their success?

As the ScaleUp Institute reported back in 2014, boosting the Scale-Up population by just one per cent could contribute £38 billion to the economy and create around 238,000 jobs within three years. Supporting scale-up businesses isn’t just good for individual companies, it’s good for everyone.

With fewer scale-ups compared to other areas of the UK, the East Midlands needs to play catch-up and unlock the huge potential for growth in the region. So what’s stopping local businesses from scaling up?

The move from entrepreneur to business leader

In May 2017, Nottingham Business School at Nottingham Trent University teamed up with East Midlands Chamber (Derbyshire, Nottinghamshire, Leicestershire), along with training providers CMDA and PCA Ltd, to run a pilot D2N2 Scale Up programme, to support high-growth SMEs in Derbyshire and Nottinghamshire.

The programme, which ran until March 2018, found that businesses faced several key barriers to scaling up, including access to talent and skills, access to UK and international markets, and developing leadership and management capabilities.

Interestingly, access to finance, though important, is less of an obstacle.

Nigel Rowson, manager director of The Dairy, a creative agency in Nottingham that’s been going for 16 years, joined the programme for help putting a sustainable growth plan in place. “I’d spent the first 14 years at the coal face doing everything that needed to be done. We managed to get by, but I knew I needed to step back and learn how to grow the company and upskill my team. I knew when we were making a profit, but I wanted to understand more about what was behind it.”

Mike Hutson, managing director at Speed Plastics in Chesterfield, faced a similar challenge. “I was aware of our strategic plan, but I needed to communicate it effectively to my young management team and make sure they had the skills to implement it.

“I knew I had to change my leadership style and become a coach to develop my team, rather than a manager, but I didn’t know how to get there.”

Creating right environment to flourish

The pilot enabled high-growth and potential high-growth SMEs to access a range of support – including an in-depth diagnostic with a specialist adviser to identify individual business needs, leadership and management workshops and peer networking focused on sharing best practice and collaborative problem solving.

This interconnected ‘ecosystem’ of support was a success and many businesses signed up to a longer-term UpScaler programme running until 2021, launched by NBS and East Midlands Chamber at the end of 2018, with support from the European Regional Development Fund.

The current programme also gives businesses access to funding towards management coaching and employing graduate talent, and signposting to other sources of support.

Businesses have reported many benefits and are making all kinds of impactful changes. One recurring theme has been how support to scale up has enabled senior managers to reflect on, and adapt, their managerial and leadership style.

For Nigel Rowson, support has given him more clarity on strategic goals and The Dairy now has a sustainable growth plan. “As well as being able to engage my team through better leadership, the coaching has helped me to explore and understand my own drivers as well as the business.”

“I also understand more about the finances and what drives profit. But there was one real benefit that I wasn’t expecting, finances and what drives profit. But there was one real benefit that I wasn’t expecting, spending time with a business expert can be really valuable for businesses, having access to a full package of support can make. “As an engineer in a leadership role I found the finance workshop particularly useful and it’s already helped us address a potential payment risk with a major account.

“Spending time with a business expert has enabled us to reflect on our thinking across a number of areas, including order winning, and we’ve introduced a company-wide strategy to pursue major projects, which is now moving us closer to our targets. By honing resilient and focused business management we’ve been able to move through a challenging period for our sector pretty much unscathed. “We’re seeing the benefits of long-term strategies on cash management, customer focus and communication, reflected in our order book and a need to recruit, at a time when others continue to flounder.”

MORE ABOUT UPSCLAER

The UpScaler programme is exclusively for SMEs in Derbyshire and Nottinghamshire. To find out more and see if your business is eligible visit www.d2n2growthhub.co.uk/UpScaler or email scaleup@ntu.ac.uk

www.iod.com/emidlandsevents
Identify new markets and exploit chances to grow

The Scale Up Support Programme, a unique offering from the Business Lincolnshire Growth Hub, is designed to rapidly grow businesses across the county.

Companies with five or more employees and an anticipated continuous growth rate across the next three years or more can enrol on leadership and management programmes, receive one-to-one guidance, coaching and mentoring, and have access to exclusive national support schemes, with the aim of taking their business to the next level.

Once the Business Lincolnshire Growth Hub has ascertained which areas your organisation you may need assistance with, they will tailor a programme of support to your business’s specific growth stage and requirements, and will continue to offer encouragement as your organisation expands.

The programme will help your business to flourish by exploiting chances to grow, identifying new markets and finance opportunities, and ensuring you are ahead of the curve in contemporary business and management thinking.

Find out more... To find out how the Scale Up Support Programme can help your business to reach its full potential, visit www.businesslincolnshire.com or email businesslincolnshire@lincolnshire.gov.uk.

Another Chartered Director success for the IoD

Congratulations to Allen Graham, Rushcliffe Borough Council, who is the latest in a long line of IoD East Midlands members to reach the coveted Chartered Director status.

We are immensely proud of all of our Chartered Directors, who are drawn from across the region and from every corner of business and employment.

Our alumni put into practice the skills and knowledge gained from their IoD qualification to better their personal, professional and board outputs, focusing on good governance and policy.

This unique qualification offers you a comprehensive knowledge of the skills and responsibilities needed to be a modern, professional director.

For more information, see pg 26 for details of forthcoming courses to be held in the region, or www.iod.com/training/qualifications/chartered-director#tab-Overview

MEETING SPACE AT THE CROWNE PLAZA
A reminder to members that they can use the open lounge facility at the Crowne Plaza, Nottingham for informal meetings. There is also a special members discount of 50% off hot drinks, 25% off food and beverages and 15% off hiring private meeting rooms.
Chartered Director programme 2019

The IoD hosts a number of director development courses at its Birmingham base as well as the ones held here in the East Midlands. The following events are being held this autumn. For details of course fees and to book, please visit www.iold.com/westmids/courses or email a member of the IoD East Midlands team.

Role of the Director and the Board
Course dates: 27-28 Aug
Delivering an essential understanding of the board’s role in corporate governance and risk management, this introduction to the duties and legal responsibilities of a director will enable you to tackle the challenges of the boardroom with fresh confidence and progress your career to the next level.

Whether you’re a newly appointed director, aspiring to a position on the board, or looking to improve your performance with fresh insight, this practical two-day course will equip you with the crucial knowledge and skill-set to fulfil your role successfully.

Diploma in Company Direction
Course dates: 2-4 September
The Diploma is an opportunity to put into practice the knowledge gained from the Certificate in a realistic and safe environment. It encourages peer-group support, challenge and stimulation, mirroring in many ways the operation of a board.

By replicating the issues of a ‘real’ organisation, you will gain hands-on experience that will not only enable you to achieve a world-class qualification, but also to make a significant impact on your board’s effectiveness.

You will receive feedback on your own performance as a board member and return to your organisation ready to tackle future challenges with greater expertise and confidence.

Finance for Non-Finance Directors
Course dates: 23-25 September
In today’s business world, every director needs to recognise the key financial concepts and terminology that underpin a successful understanding of their organisation’s financial position.

This course designed specifically for non-financial directors and senior managers and will demystify the world of finance, allowing you to monitor the financial health of your business, evaluate business plans with confidence and contribute more effectively to boardroom discussion.

Strategy for Directors
Course dates: 21-23 October
A dynamic strategic process is a critical part of delivering stakeholder value and generating competitive advantage for your organisation. This intensive course provides insight into the board-level knowledge and skills required to create, implement and evaluate your organisation’s strategy.

Explore the relationship between strategy, governance and risk and learn how to use tools and frameworks that support strategic thinking and decision-making. Get the practical insights into how to deliver your current business objectives while future-proofing your organisation.

Leadership for Directors
Course dates: 18-19 Nov
Strong leadership is increasingly fundamental to the successful realisation of an organisation’s vision. This intensive course provides a valuable opportunity for directors to explore strategic leadership issues both within and beyond their organisation.

This module introduces a more personalised approach to leadership and delegates will be encouraged to understand and develop their own self-awareness and emotional intelligence.

“IoD director development courses were a natural next step to consolidate my experience and enhance the contribution and impact that I could make as a member of a Board.”
It is a truism that professional life, and indeed life in general, seems to be getting busier and more complex. There are constantly multiple contacts, relationships and potential leads and projects to be followed up and developed, accompanied by the all-too-familiar, attendant deadlines and deliverables.

Of course, the internet and related social media have further intensified this activity and bring as many challenges as opportunities. Gaining a sense of control and direction of travel in such an environment can at times seem elusive and difficult. It calls for the development of a set of skills, approaches and the creation of a mind-set that is a different one to that which might have served in previous moments.

It is with this set of challenges in mind that the Leicester Castle Business School (LCBS) Team set out to tackle and respond to, in designing and operationalising the new LCBS Executive MBA.

The thinking surrounding the programme does not commence with the well-rehearsed functional perspective (i.e. marketing, logistics, A-Z of strategy, etc.). Instead, the team started by reflecting on the processes and instances which executives encounter, not just in a strategic career sense, but just as importantly in the day-to-day actions that lead people towards these longer term goals.

The result was the development of an Executive MBA programme which is distinctive for its uniqueness, original thinking, alternative approaches and thought-provoking stances.

Programme outline

Students engage in a wide variety of project and action research-based studies pertinent to 21st century organizational activity embracing: for example, self-discovery in a Leadership Practicum, how to roll out and recover strategy in turbulent times, managing sustainability and logistics in a practical manner, future scoping and future-proofing organisational activities.

These in-depth explorations provide students with international experiences and the opportunity to meet a range of business leaders and thought leaders. The programme also provides opportunities for a range of overseas study visits to projects, settings and contexts which have the capacity to transform mind-sets and set new directions.

In sum, the Executive MBA is designed for business leaders who want to develop rich and versatile skill sets with which to manage the complex social, cultural, technical and organizational issues in contemporary business markets and environments.

The highly original approach of the Executive MBA addresses and responds to the changing demands and interactive situations of modern executive roles and consequently contrasts with many existing programmes which tend to offer standardised functional-style approaches and suites of modules.

Through this course you will experience blended and integrated learning experiences, using an original and flexible approach, which will allow you to develop agility and flexibility in response to the challenges of the 21st century careers. This will be achieved through a programme which has been developed around an innovative ‘project-based’ module structure which nurtures and necessitates composite and combined skills, techniques and knowledge. As a consequence, the Leicester Castle Executive MBA experience will build and enhance your judgement, confidence and self-awareness.
THINK. CREATE. INSPIRE. 
GO BEYOND BUSINESS AS USUAL

Leicester Castle Business School has been created by De Montfort University (DMU), to meet the needs of 21st century business. We do this by going beyond business as usual, offering a unique learning environment where you are encouraged to challenge convention and given the opportunities and tools to think, create and inspire.

Located in the beautiful and historic setting of Leicester Castle, we are only one hour by train from London and benefit from excellent transport links to the rest of the country.

Our portfolio of open programmes is complimented by our ability to design and deliver flexible, bespoke education programmes which can be tailored to meet an organisation’s specific training needs, offering master class workshops, through to accredited graduate and postgraduate qualifications, including higher and degree apprenticeships.

For more information or to discuss how we can help your business email us at info@lcbs.ac.uk

To keep up to date with all of our latest news follow us on:

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Leicester Castle Executive Education

DISCOVER MORE AT LCBS.AC.UK

OUR FLAGSHIP EXECUTIVE MBA
Chartered Management Institute (CMI) accredited course
Flexible study via blended and integrated learning
Develop competencies through an innovative ‘project-based’ module structure
Transformational personal development through psychometric assessments, theatrical training and professional coaching
24 months part-time

PG CERT PROFESSIONAL COACHING
Delivered by experienced coaching professionals
Association of Coaching accredited course
Study part-time around work commitments
Combine academic and professional qualifications
Networking and CPD opportunities
In depth personal assessments to significantly improve self awareness and coaching ability

APPRENTICESHIPS
Chartered Manager Degree Apprenticeship
Senior Leader Manager Apprenticeship Teaching
Executive MBA