

OWEN MUMFORD
OPENS IN CHINA

7



PROJECT TAKES PUPILS
AROUND THE WORLD

12



OPEN THINKING ON PUBLIC SERVICES IN AN AGE OF AUSTERITY

THE CBI'S *Open Access* report aims to stimulate a debate about the choices open to government to maintain quality public services at lower cost.

Our public services are under pressure as never before, with increasing customer demand from an ageing population and an urgent need to manage costs.

Carrying on regardless is not an option.

The Government has to face this challenge head on. We think it needs to generate greater momentum behind its Open Public Services agenda to meet this challenge.

Our report shows average cost savings from productivity improvements of at least £2 billion, just in the 20 services researched if they were fully open to competition from a range of providers. If this was translated across other areas of public services spending, that could feasibly be opened up then we believe that £22.6 billion or more of savings could be achieved.

We're a long way off that yet – 98% of social housing management is still delivered by the public sector and 73% of school catering is still controlled by in-house caterers. The CBI wants to see the government set out a clear vision for where it thinks independent providers can play a role, and where the public sector is best placed to provide.

In *Open Access* we make a number of policy recommendations that would help government build on the progress it has already made in opening up services and change how the public sector operates as a client.

We're calling for the wider use of outcomes-focused contracts and payment by results mechanisms. This system is already operating in contracts for the Work Programme – after 2014, providers will only get paid on their success in getting people into work – and this model is also under consideration for probation services.

But why stop there? Commissioning for outcomes challenges all providers to re-think how a service is run – to look at complex policy challenges which need to be overcome and come up with innovative models and

ROB MALLOWS
Senior Policy Adviser,
Public Services, CBI



new partnerships, whose success is determined by what is achieved.. This has an application across many more services than is currently the case.

In *Open Access* we recognise too that addressing public concerns created by recent high profile private sector failings is an important part of any shift to more open services. What happens if a provider doesn't deliver a service effectively, or fails altogether?

As markets become more open, we need to put robust mechanisms in place from the start to mitigate against the impact of failure for service users. We need to ensure there are alternative providers available to take over a service should this situation occur, but commissioners also need to actively manage provider performance to avoid service failure in the first place.

The CBI is working closely with providers and government to promote the conditions in which competition and provider innovation can be used to stimulate the wholesale rethinking of how public services can operate successfully in a more austere age, while protecting the service the public relies on.

Our public services are operating in a completely new environment. The strain on budgets is unprecedented. We urgently need to rethink how our services operate and are delivered - how can we do more with less?

Visit the dedicated report webpage for more information: www.cbi.org.uk/open-access/



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DIRECTOR'S COMMENT

RICHARD BUTLER



2012 CONTINUES to be a difficult year and it was disappointing to see the GDP figures for Quarter 2 showing a drop of 0.7%. Whilst this isn't a massive amount by any stretch of the imagination it was noticeable higher than most economic commentators were anticipating. However from my extensive interactions with businesses there continues to be a degree of confidence which belies these official figures. Firms reliant on the UK economy, especially those dependent on the spending of Joe Public continue to find times difficult whereas those companies more interested in international markets continue to do well.

One of the CBI's major projects for the autumn and beyond is our education related project entitled Raising ambition for all. The CBI report 'Action for Jobs' revealed that problems in our educational system cannot be resolved purely by training, career advice or support. Our education system is failing to raise overall attainment with one

in three children failing to reach the required level of English and Maths at age 11. Statistics show that most of these children never catch up. There is a myriad of other school related statistics which reveal the depth of this challenge. Despite being technically in recession and with near record unemployment many employers are telling me that they struggle to recruit the right calibre of employee for their workforce. This has become a business critical issue across a number of sectors, no longer just confined to manufacturing and engineering. Not all shortfalls can be filled from abroad and even if they could does this really resolve the issue – probably not. As a result this long-term campaign will position business as part of the solution.

There are already many ways in which businesses can engage with schools, but unfortunately not enough companies are doing so. It does not need to be time-consuming or costly. The CBI's Business in the Classroom project continues to develop, now actively managed on our behalf by Birmingham Metropolitan College. In addition the CBI has been working in partnership with Richard Riley at Small Heath School to develop an employability framework. This is a seven point framework of competencies which help to underpin a pupil's personal development whilst at school. The competencies include communication, team working, self-management, application of information technology, problem solving, numeracy and business & customer awareness. Small Heath School have been trialling this over the past year and I was delighted recently to be asked by the school to present a number of certificates to year 7 pupils. The take up of this scheme across the whole school has simply been fantastic, hopefully enabling these pupils to be more successful in the

competitive world of securing their first jobs.

Another area where businesses can help schools is with work placements. My daughter, Georgina, who is in year 10 undertook a week long work placement during July at Freestyle Interactive near Leamington. This was her first ever interaction with any kind of business and she found it really beneficial – you can read her words elsewhere in this edition of InBusiness. So enthused was she with the work related project which she was tasked to complete during the week that each evening upon returning home she spent an additional 2/3 hours on her work. Anyone reading this with teenage children will realise that this is not the norm!! My personal thanks go to Suzanne Linton and her colleagues at Freestyle for not only sorting out a work placement but clearly giving thought to ensure that the pupils really had a meaningful experience. Unfortunately not all Georgina's school colleagues were as lucky and finding a work placement can be very difficult. For many pupils their first interaction with business was seeing their email or letter seeking a work placement simply ignored and go unanswered. Clearly not a good example to be setting to those about to enter the work place.

Elections for CBI West Midlands Regional Council concluded at the end of August. I am delighted to inform you that the following have either been elected onto regional council for the first time or have successfully stood for re-election. The current compliment for Regional Council stands at 60, chaired by Adrian Shooter, Vice Chairman John Russell.

My thanks also go to those former members of Regional Council, who have either stood down or not been re-elected during this process.

We have a busy autumn/winter

ahead for the CBI in the West Midlands and Oxfordshire. We have recently successfully launched our M-Club programme with an exports focussed event in partnership with Lloyds TSB. We have two other events scheduled later in the year. 28th November 'Access to growth capital' in partnership with Grant Thornton and 3rd March 2013 'unlocking growth through leadership development' in partnership with GE Capital. These events are part of our additional work to help medium sized businesses, typically those with a turnover of £10- £150m.

Additional CBI activities include Senior Executive Lunches on 16 November with Julie White, Managing Director, D-Drill Group & Vitalise Businesswoman of the Year 2011/12, hosted by Birmingham Hippodrome and on 20 November with Guy Dru Drury, CBI Chief Representative in China, which JCB in Rocester have kindly offered to host and will hopefully attract CBI members not only from the West Midlands, but also from the East Midlands and the North West regions.

Our primary event for the autumn on 6 November is the CBI West Midlands Economic Lunch under the theme 'Economic growth - where next?' and involves a one on one interactive discussion between John Cridland and Hugh Pym, BBC Chief Economics Correspondent. There will also be an opportunity for questions from the audience. The lunch will be held at Aston Villa Football Club and for information on timings, costs and how to book contact Julia.fox@cbi.org.uk or 0121 450 8975.

Elected

Mark Saunders
Regional Business Development Director
Amey

Jonathan Duck
Chief Executive Officer
Amtico International

Anthony Bird OBE
Chairman
The Bird Group of Companies

Mike Molesworth
Managing Director
Dennis Eagle Ltd

Sara Fowler
Senior Partner
Ernst & Young

Graham Bailey
Business Development Director
UTC Aerospace Systems

Michael Steventon
Senior Partner, Birmingham
KPMG

Dr Clive Hickman
Chief Executive
The Manufacturing Technology Centre Ltd

Greg Lowson
Partner
Pinsent Masons LLP

Andrew Harrison
Managing Director, Midlands & East of England
Corporate & Institutional Banking
RBS

Peter Wall
Chairman
Tails Ltd

Richard Welford
President, Global Services
TATA Technologies Europe Ltd

Stephen Peak
Associate Dean – Business Engagement
University of Wolverhampton Business School

Chris Woolridge
Director
Wedge Group Galvanizing Ltd

Clive Bridge
Chief Operating Officer - Manufacturing
Wesleyan Assurance Society

Re-elected

Suzanne Linton
Managing Director
Freestyle Interactive

Steven Norgrove
Managing Director
GKN Wheels & Structures

Nigel Hopkins
Executive Director – Finance & Strategy
Remploy Ltd

Tim Webber
Executive Director
Ricoh UK Products Ltd

Judy Groves
Group Marketing Director
SCH plc

Colin Brown
Managing Director
Wardell Armstrong LLP

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The CBI mission is to help create and sustain the conditions in which business in the UK can compete and prosper.

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If you require any of the articles in this magazine in large print format, please contact the Editor, Pauline Chadaway, at pauline.chadaway@cbi.org.uk marking your email 'Large Print'

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CBI President calls for 'fresh look at industrial policy'

SPEAKING AT the West Midlands Annual Dinner, CBI President, Sir Roger Carr, said "Businesses must help government formulate strategy to achieve sustained recovery". Talking to an audience of 360 businesspeople at the Deloitte-sponsored Dinner, Sir Roger went on to say that a clear vision of how the UK should position itself was critical to economic growth.

"We need a fresh look at industrial policy", he said: "We need to stimulate long-term investment in the UK's productive capacity and future capabilities. And we need to recognise where we sit within the global economy and set out where we want to be in the year ahead. A clear and thoughtful plan". Sir Roger added that business must be called on to help to shape industrial policy – a key project for the CBI in 2012 and beyond. Also speaking at the dinner at Edgbaston Cricket Ground in Birmingham was scientist and TV presenter Lord Robert Winston.

Chris Loughran, Senior Partner at Deloitte in Birmingham commented that Deloitte had been involved with the CBI on both a national and local level for more than a decade. He said "It is vital that business speaks with one voice on the most important matters and the CBI is a perfect platform from which to do that. We pride ourselves as leading from the front and are proud of the contribution that the CBI makes to the business agenda." Other event sponsors were Chiltern Railways and Birmingham Metropolitan College.



Chris Loughran, Sir Roger Carr, Lord Robert Winston and Richard Butler

HOWZAT!

IN THE run up to the West Midlands Annual Dinner at the Edgbaston Stadium, schools involved in the CBI Business in the Classroom programme took part in a Kwik Cricket and Skills competition. Winners of the two competitions are featured below.



*Top: Small Heath School, winners of CBI Schools Kwik Cricket Trophy
Bottom: Heartlands Academy winners of CBI Schools Cricket Skills Trophy*

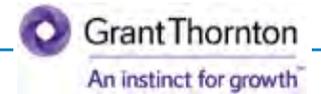


The MIDAS touch



Pictured (l-r): Martin Silvester, Partner, EC Harris LLP with Steve Hindley and Richard Butler, CBI

EC HARRIS hosted a Senior Executive Lunch for CBI members at which Steve Hindley CBE DL, Chairman, MIDAS Group Ltd and Chairman, CBI Construction Council was the keynote speaker. Steve updated members on the CBI Construction Council's Boosting Construction Jobs campaign and priorities for 2012.



Be innovative and reduce your tax charge

DAVID HILLAN
Corporate Tax Partner,
Grant Thornton



ALONGSIDE AN increasing focus by the automotive sector on creating new and innovative designs and technology to capture the buyer's attention and strengthen affinity to the badge on the bonnet, HM Treasury is expanding dramatically the corporate tax reliefs available for manufacturers.

R&D relief has been around for a while, but this has recently been improved for SMEs (225% from 1 April 2012) and for large companies the above the line (ATL) credit is proposed for introduction in 2013 (with existing relief of 130%).

To encourage innovation and creative industries in the UK, HM Treasury intends to phase in the patent box from 2013 onwards which will seek to tax qualifying corporate profits at 10% rather than at the statutory rate of 23% (22% from 1 April 2014). This has wide ranging application for manufacturers - OEMs, and Tier 1 and 2 suppliers alike - and initial feedback and explanations from HM Treasury and HMRC should give taxpayers confidence that this is a genuine opportunity rather than a tightly worded relief with too many strings attached.

If your business is not claiming R&D reliefs or credits, or assessing how the patent box could fit, then consider the following questions:

Do your project teams aim to achieve an advance in technology to duplicate an existing product in a new or appreciably improved way? Are your production teams looking to manufacture a product with the same performance characteristics as existing models but built in a fundamentally different way? Do you design, construct and test prototypes? If so, then you should be considering R&D relief claims, and the ATL credit if you are a large company.

An ATL credit, accounted for in the operating profit, will be more apparent to investment decision-makers and arguably offers better incentives to carry out R&D. Additionally, loss-making companies should be immediately entitled to cash refunds, giving a useful cash injection to fund growth. Draft rules are expected in late 2012 for introduction in 2013.

Does your business develop and exploit patents in the UK when developing new innovative products? Is your management team involved with development of IP and decisions on how to use patented technology to create new products? Do you hold an exclusive licence over intellectual property owned by an overseas group company? Are you developing a product which could be patented in the future? If so, then the patent box regime could tax profits generated from the sale of products which include patented technology at the 10% tax rate (phased in over 5 years from April 2013).

Overall, for innovative manufacturers developing new product lines there has never been a better time to focus on tax saving opportunities and obtaining credit for R&D activity.

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Abbott Burke joins BHSF

THE DIRECTORS of BHSF Group Limited and Abbott Burke Associates Limited have agreed an arrangement by which Abbott Burke will join a new division of BHSF Group to be called BHSF Occupational Health Limited.

BHSF can trace its roots back to the formation of the Birmingham Hospital Saturday Fund in 1873. The Group has two health insurance subsidiaries and two insurance brokerages which also offer a range of personal insurances, employee benefits and HR support products to the Group's 3,000 client organisations. 400,000 people are covered under its health and personal accident insurances.

Abbott Burke Associates Limited was formed in 1999 and has grown steadily since then, with the aim of providing high-quality evidence-based occupational health services and employing occupational health professionals who share the business ethos. Its focus has always been to work in partnership with its contract customers for the benefit of its employees and its organisation, whilst supporting Abbott Burke's staff, enabling professional development and retaining a sense of fulfilment. The Company's customer base is principally in the South West of England.

Peter Maskell, Chief Executive of BHSF said: "BHSF has supported workplace health since 1873. We currently provide occupational health services to a number of our client businesses under contract. We perceive that the market for OH products is large and growing. It has been our ambition for some while to provide such services ourselves and Abbott Burke gives us our foothold in that market."

"We are looking to substantially grow BHSF Occupational Health Limited by a combination of organic growth and further acquisition. We are well known amongst HR professionals for our not-for-profit ethos, straight-talking, high quality and outstanding value for money. We aim to follow the same principles in developing the BHSF Occupational Health business."

"Abbott Burke is highly-regarded and we are pleased to have done a deal with such a top-quality business."

No redundancies are expected to arise in either company as a result of this deal. In fact, both businesses see that expansion opportunities should bring the potential for growth in employee numbers.

www.bhsf.co.uk

A STRATEGY FOR DEFENCE INDUSTRIAL GROWTH

I ATTENDED the Farnborough International Air Show in July, the premier exhibition for companies operating in the UK's defence and aerospace sector. This year's event took on an added political dimension, with David Cameron delivering a speech to mark the opening of the Air Show, the first time a Prime Minister had made an appearance at Farnborough since Tony Blair in 2006.

Over the course of the week, fifteen Government Ministers were in attendance. For CBI members, this unprecedented political support was a positive signal, and we were particularly pleased to hear the Prime Minister indicate that the Government is keen to work in partnership with industry to provide strategic direction and to support growth in the UK defence sector.

A more collaborative approach between government and industry aimed at improving the competitiveness of UK defence firms at home and abroad, were key recommendations in the CBI's response to the Government's National Security through Technology White Paper, published in March.

The CBI has consistently argued that a strong UK defence and security sector can make a significant contribution to securing growth and rebalancing the UK economy towards advanced manufacturing, services and exports. The industry supports over 300,000 highly-skilled jobs, and the UK is currently ranked as the world's second largest exporter of defence and security products and services. In short, the UK's defence and security industry is truly world class.

We are therefore encouraged by the Prime Minister's announcement that Ministers will look to develop a defence growth plan, replicating the approach currently being adopted with the

DAVID LEACH
Policy Adviser,
Competitive
Markets
Directorate



Aerospace Growth Partnership (AGP).

The AGP facilitates dialogue between aerospace industry executives and government officials on how public investment can be routed to boost the sector's competitiveness and performance in an increasingly competitive global marketplace. It is co-chaired by Marcus Bryson, CEO of GKN Aerospace based in Redditch, and Mark Prisk MP, Minister for Business and Enterprise. Goodrich Corporation, headquartered in Wolverhampton, is also involved. This collaborative approach is already reaping rewards, with Business Secretary Vince Cable announcing a further £120m joint investment in aerospace research and technology at Farnborough.

There are many advantages to the Government adopting a similar strategy in defence, especially given the unique role of government in stimulating the market through the acquisition of equipment, technology and services for the Armed Forces. With defence spending cuts and ongoing acquisition reform causing uncertainty for many CBI members, the case for a Defence Growth Partnership becomes even more compelling. But what should it focus on?

Firstly, industry would benefit from the

Government providing greater clarity on its future equipment, support and technology priorities through publication of the Ministry of Defence's delayed ten-year Equipment Plan, which is currently being examined by the National Audit Office.

Secondly, defence programmes can be 20-30 years in development, which is why early dialogue with industry on longer-term capability needs for the Armed Forces would help to guide industry's investment in R&D and skills now, improving the capacity of firms to develop solutions which can compete for business both domestically and internationally.

Finally, the Government and industry can also work more in partnership to identify and remove regulatory barriers to export growth, such as speeding up the award of export licenses and promoting export finance products and services to SMEs and medium-sized companies. Early engagement in acquisition programmes would also incentivise industry to build exportability into the design of their products and services, optimising their exports potential in the global marketplace.

By partnering with industry to agree a long-term strategic vision for the UK defence sector, and by adopting a consistent approach to defence industrial policy with buy in from across government, the Coalition can do much to bolster confidence and encourage investment, strengthening the competitiveness of a UK defence sector that is well-placed to help drive private sector growth and support an export-led recovery.

The CBI will publish a report on industrial policy in the autumn. For more information on the CBI's work on defence, please contact david.leach@cbi.org.uk

AirMed

JANE TOPLISS
Director of Business Development and
David Quayle, Chief Flight Nurse, AirMed Ltd

AIRMED HAS invested many years of time and several millions of pounds to become a highly respected fixed-wing air ambulance company. Based at London Oxford Airport, they are the only company in the UK that is "fully integrated". AirMed has full oversight and control of their medical staffing and liability, together with their aircraft, operations, flight crew, and maintenance of their aircraft fleet.

Operational since 1987, AirMed's predominant activity is for the travel insurance industry, repatriating patients back to their home country following injury or illness abroad. 2012 has seen their aircraft return patients from all the main tourist resorts as well as the United States, in addition to more remote locations such as Brunei, Thailand, and Nigeria.

In recent years, especially following the addition of specialist obstetric and neonatal medical capability, AirMed has performed increasing numbers of transfers within the UK for the NHS. In January 2012 they were awarded a joint contract with the Oxford University Hospitals Trust (OUHT) to provide 24/7 clinical advice and aeromedical support to the MOD for all of their neonatal, obstetric and paediatric cases.

NHS specialist provision has evolved to focus care in centres of excellence throughout the UK. This approach is logical since highly experienced clinicians and teams will treat patients suffering from complex pathology. Clinical teams who are less familiar with the condition or disease process may otherwise treat these patients, and evidence suggests that outcomes may then be sub-optimal. However, the NHS commissioning process has failed to effectively manage the requirements of any necessary long distance inter-hospital transfer. Few NHS hospital Trusts engage with their transport providers until the actual point of need arrives for an emergency patient transfer; the assumption is that their staff and equipment will all be compatible. This may be the case within the local NHS network for road ambulance transfers, but is unlikely if air transport is required.

To illustrate an example of excellent collaboration and insight, Guys & St Thomas' NHS Trust have approached AirMed to be a preferred transport



Neonatal nurse Gemma Brown providing care to baby James during an internal UK transfer for specialist step-up care in Glasgow.

provider for their paediatric and ECMO retrieval teams. After recent planning and training exercises, patients can now be safely and expeditiously moved over long distances for specialist treatment provided by this NHS Trust. Not all Trusts are as prepared in their planning.

Unfortunately, many of the planning issues are compounded by the fact that the key decision makers within UK government are unaware of the skills available to them. Individual companies must take responsibility for educating their client-base of their capability, but government departments actively block the release of contact names that are supposedly dealing with these very topics. This makes it extremely difficult to ensure the correct people are aware of the complexities and legal implications involved in this specialist industry sector.

AirMed is working hard with all Government departments and the CBI to try and open access channels to key decision makers so that educational meetings can be held. This will hopefully ensure that the government is apprised of all the information required in order to make fully informed decisions regarding patient transport, emergency evacuations and emergency response planning.

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Remote control: How Collaboration technologies support new working patterns

IT'S AN issue that affects almost every organisation: flexible working patterns are fundamentally changing the way we share and access corporate information. In fact, a recent study by industry analyst Gartner reveals that 84% of organisations now have a remote workforce.

To improve business productivity, innovative organisations are increasingly turning to Collaboration technologies which enable colleagues to work together whatever their actual location – using smart devices (phones/tablets) and laptops to access corporate information, from emails to shared files.

The major challenge with remote working is to create strategies and policies which support this new working pattern without compromising security, network capacity or performance.

Key Steps

When building a Collaboration strategy, organisations must create a business case by mapping business objectives alongside corporate culture and demands of the workforce. For instance, how many people are already working remotely? Will all employees need the same level of access to company information

TIM BANTING
NextiraOne

wherever they are? What are employees existing work habits and communication methods?

Further considerations for a successful Collaboration strategy are: the need to understand how employees communicate today; the steps needed to achieve business productivity goals and the best technologies to support Collaboration.

The Right Tools

After mapping business objectives, plus current and future Collaboration requirements, underlying technologies can be selected. Strategically, organisations need to ensure business continuity and resilience if a significant proportion of employees are working remotely or access corporate information via an array of devices.

Of course, change is never uniform across a business. Some organisations may already have Collaborative technology embedded within a

particular department, while increasing numbers are implementing it across business units or the whole organisation.

Understanding employees' communication preferences and what information they are currently sharing is another critical technology consideration, i.e. do they still use desk phones or smart devices (tablets/phones) to access instant messaging, email or video? Without this understanding, frustrated employees, lacking the right tools to improve productivity, often turn to consumer services such as public IM (instant messaging) and free VoIP (Voice over Internet Protocol) to collaborate effectively.

Critically, Collaboration tools need to be intuitive as difficult-to-use business applications create a barrier to adoption and the Return on Investment used to justify the technology may not be realised.

Strategic Advantage

Whether building upon an organisation's current infrastructure (integration that evolves alongside existing technologies) or replacing it with a new platform, Collaboration can deliver a strategic advantage to survive today's economic

challenges while also positioning organisations for long-term success.

With the right strategy and tools, well-planned Collaboration can help organisations embrace flexible and remote working rather than fear it.

Working with the world's leading suppliers of communications technologies and applications, NextiraOne's team of experts can ensure that our clients' collaboration requirements will fit the needs of the business today and provide the right platform to cope with the growing needs of the business tomorrow.

For collaboration consultancy and tool strategies, please contact Tim Banting, Head of Business Development - Collaboration, NextiraOne, Tel: +44 (0)1543 429429, enquiries@nextiraone.eu

www.nextiraone.eu/uk



NEXTIRAONE LUNCH

NextiraOne – Europe's leading expert in communications services, hosted a Senior Executive Lunch for CBI members, at which keynote speaker Kevin Mathers, Head of Media Solutions at Google UK gave a fascinating insight into the growth of the internet. The event was held at the Hotel La Tour – one of Birmingham's newest hotels and was attended by over 100 members.



Pictured (l-r): Sally Hannah, CBI with Kevin Mathers, and Mark Petty, Business Development Director, NextiraOne photo courtesy Paul Thomas Photographic

Economic growth – where to next?

CBI West Midlands Economic Lunch

Tuesday 6 November at Aston Villa Football Club

**CBI Director-General, John Cridland CBE
one-on-one with Hugh Pym, BBC Chief Economics Correspondent**

John Cridland will speak at a new-style event – and will be questioned by Hugh Pym, the BBC's Chief Economics Correspondent; there will be an opportunity for questions from the audience.

Sponsored by Hadley Industries Holdings



For information on timings, costs and how to book: Julia.fox@cbi.org.uk

Editor's column

Tell us your news

I hope all our readers have returned refreshed from their Summer holidays. Thank you to those members who have contributed to this edition of InBusiness, which contains a Learning & Skills supplement and a spotlight on Herefordshire and Worcestershire.

We are now seeking members' contributions for the Winter edition, which will be published end of December. In addition to the regular pages the magazine will contain an Oxfordshire spotlight and an Innovation supplement covering the following themes:

- Advanced manufacturing technologies
- Collaboration
- Entrepreneurship
- Internationalisation of R&D and innovation
- Leading edge science and technology
- Low carbon manufacturing
- University commercialisation process – licencing, spin-outs and patents
- Working with universities – a holistic view
- Business support
- Digital media
- Industrial projects
- Low carbon transport
- Protecting intellectual property
- Mass market technology

If you would like to submit editorial for the Winter edition, contributions of 450 words maximum, plus accompanying photography, should reach me by 1 November 2012. Please advise me in advance so that space can be allocated.

To discuss advertising or sponsorship opportunities within the magazine, contact Graham Hesp at Hesp Associates on 07771 5477706 e. grahamhesp@hespassociates.co.uk

I look forward to receiving your news.

Pauline Chadaway, Editor

Export Week

from 12th November



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COLD WAR ECHOS STILL HAUNT US-RUSSIA RELATIONS

ON 21 JULY, Russia announced that it had ratified the protocol that will allow it to join the WTO. On 22 August, Russia officially became the 156th member of the global trading body. This is a good opportunity for British business. First, it creates some new market access is the world's 9th largest economy, with 142 million people and vast natural resources. Second, it binds Russia into the rules-based trading system – and sadly, that's particularly important, because Russia hasn't exactly demonstrated its free trading credentials recently. According to one analysis of data published by Global Trade Alert, Russia has the second worst record of any country in the world for protectionism, passing 172 new measures to restrict trade in recent years.

That proves Russia is not an easy market to crack. But it's still a promising one. And that's why US companies are particularly worried that they may get left behind – due, in large part, to a legacy of the Cold War.

In order for America to accept Russia's entry into the WTO, it has to repeal a law passed in 1974, known as the Jackson-Vanik amendment. The amendment was designed to force the then-Soviet Union into allowing Jews to emigrate freely to Israel. Russia has been deemed compliant since the mid-1990s, but the law is still on the books, meaning that the US can't grant Russia normal trading relations. That means that once Russia is in the WTO, it would be able to withhold the new market access that other WTO members will get from the US and from American companies.

At the time of writing, Congress is trying to repeal Jackson-Vanik. But there is strong opposition from a couple of sources. First, labour unions, who warn that Russia will behave like China – which they say has widely ignored the promises it made to get into the WTO, and has taken unfair

RHIAN CHILCOTT
CBI International Director



advantage of the system to gain a foothold in other market. Second, human rights activists want to use the repeal of Jackson-Vanik to put pressure on the Russian government over the issue of corruption. They have pushed for a law called the Magnitsky bill, which would impose sanctions such as visa denials and asset freezes on any Russian official linked to the 2009 death of a tax lawyer while in the custody, and potentially to others linked to similar gross violations of human rights in other parts of the world.

The US business community desperately wants Jackson-Vanik repealed. They also support the measures in the Magnitsky bill provided they are specific – but there are worries it could be broadened out to become a wide-ranging sanctions justification around the world. By the end of summer, Congress will have to sort out what demands it wants to make of Russia – or risk seeking American companies being shut out of a market that will now be open to others.

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Putting Russia in the spotlight

THE CBI'S Global Government Relations Group met in Brussels in June to discuss a number of the international issues affecting global companies. Held just two days before another European summit, all eyes were on what next for the Euro. However,

as now is the tradition with this group when it meets every 9 months, we put a specific country under the spotlight to look at both the political and business climate, and this time we focused on the 'R' out of the BRICs.

Russia is the EU's third largest trading partner and the EU is Russia's main trading and investment partner - EU goods exports to Russia reached €6.1 billion in 2010 whilst EU goods imports from Russia accounted for €58.6 billion.

It was no secret that EU leaders preferred to work with President Medvedev, but with Putin back in the Kremlin, how will the EU-Russia relationship move forward in the coming months and years, particularly in light of the on-going Eurozone crisis. Perhaps the first sign of how things might develop was the outcome of the EU-Russia Summit at the beginning of June. To quote European President Barroso, discussions with Mr Putin were frank; indeed are they ever anything but?

From an EU perspective, boosting trade and investment between the two regions is the primary objective but for Mr Putin, he has a bigger vision of creating a Eurasian Union based on some form of customs union between Russia, Kazakhstan and Belarus and moreover he is keen to bring the Ukraine back into the fold.

Nonetheless, Russia accession to the WTO may help in forging closer trade and investment links between these two economies. Having been negotiating its entry for the last 18 years, Russia inched a step closer in July when its upper house ratified the agreement to join the WTO, despite widespread opposition inside the country. In fact, the lower house, the State Duma, only narrowly passed the bill by 30 votes as many argued that membership in the WTO would kill Russia's manufacturing industries and agricultural sector.

With Russia accession to the WTO, the EU is pressing for an early conclusion to the new EU-Russia Agreement which they hope will boost trade and investment. However it is not all plain sailing. Disagreements remain with regards to energy and Russia's failure to ratify the Energy Chapter, Russia's ban on imports of EU livestock and the possibility of duty hikes on raw materials of strategic importance for the EU such as rare earths and minerals, wool and cotton and wheat.

For European businesses, doing business in Russia has many risks and pitfalls. The rule of law remains weak and corruption is rife despite its international corruption ranking falling in the Medvedev years to 143rd most corrupt county out of 182 surveyed. In addition regulatory harassment poses a major risk for foreign companies, with the entry into force of new rules or more stringent tax regulations which are almost impossible to comply with. Russia is a market which should be explored but not with careful research and due diligence.

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SEAN MCGUIRE
Director,
CBI Brussels



From Droitwich to Bangkok

Flood defence firm overcomes barriers to success

A WORCESTERSHIRE company specialising in products which protect communities from the havoc wreaked by floods is enjoying "meteoric" success in global markets with help from UK Trade & Investment (UKTI).

Global Flood Defence Systems (GFDS) in Droitwich is a specialist manufacturer and distributor of a range of flood defence systems designed to reduce the impact of flooding in different terrains making the products attractive to a range of international markets.

Flooding is an increasing threat across the world, and its devastating effects have been witnessed most recently in South East Asia, where in 2011, Thailand endured its heaviest flooding in 50 years causing widespread disruption and the loss of 800 lives. Even closer to home, Worcester, and in fact most of the UK, have experienced the wettest June on record.

GFDS recently secured distribution of its range of global flood products throughout Thailand when it appointed Raydant International as its exclusive distributor. The company met Raydant at Aquatech - a water industry exhibition in Amsterdam, where GFDS exhibited with support from UKTI.

Set up in 2010, GFDS approached UKTI in 2011 to help them identify suitable global partners and develop their overseas sales. The company took part in UKTI's Passport



to Export programme for new exporters. It has also commissioned UKTI Overseas Market Introduction Service (OMIS) reports into opportunities in Australia and Southern Ireland, and undertook an Export Communication Review which led to the company employing a full time marketing manager.

Frank Kelly, Managing Director of GFDS, commented: "Flooding is a real and increasing threat facing the whole world. Our products are in demand in markets as far afield as South East Asia, America and the Middle East where our advanced passive technologies have been recognised as capable of providing

sustainable and cost-effective solutions against the effects of flood. Our recent partnership with Raydant has already led to us being able to quote for several £ million worth of potential business. UKTI have been excellent in their support of our growing business. We have taken advantage of every service they have offered and we would urge any organisation which has an eye on international expansion to engage with them for some expert support and advice."

UKTI Adviser Paul Thompson said: "GFDS is enjoying a meteoric rise worldwide and they fully deserve their success. UKTI has worked closely with the company and we hope to continue to do so as they explore opportunities in Australia and other markets."

Export Week

from 12th November



To find out more, scan this code with your smart phone.
www.ukti.gov.uk/
 +44(0)845 074 3515



Pioneering Owen Mumford opens for business in China

WHO WOULD have thought when Owen Mumford was founded in 1952 by Ivan Owen, John Mumford and Ivan's father, Thomas Owen from an unassuming lock-up garage in Oxford that it would go on to become a global company expanding beyond Oxfordshire into Europe, the United States and now, 60 years later opening an office in China, the world's second largest economy?

In July, Owen Mumford officially launched its China operation in Shanghai, with the aim of providing specialist medical devices for the treatment of diabetes – a growing health issue in Asia. The WHO (World Health Organization) estimates there are 92 million diabetics and 150 million pre-diabetics in China alone⁽¹⁾ and the number of people with diabetes in China is predicted to rise to 130 million by 2030, according to the International Diabetes Federation.⁽²⁾ It is hoped that millions of people in Asia will therefore benefit from the company's world-class range of capillary blood sampling and insulin delivery devices.

Over the years Owen Mumford has earned itself an enviable reputation as a pioneering innovator and developer in the specialist therapy area of diabetes. The company holds 128 patents worldwide including their first Chinese patent.

Jim Zhang, General Manager of the new sales office in Shanghai, will develop Owen Mumford's branded business across China. He leads a team of four including a Sales Manager (Shanghai), a Sales Supervisor (Beijing), and a Marketing Manager and Business Co-ordinator (Shanghai) and he plans to grow the team as business develops. Zhang was a Thoracic surgeon before embarking on a successful career in sales and marketing with reputable medical device companies J&J and Covidien, where he was Divisional Director for 11 years. He said: "Diabetes already affects nearly 100 million people in China. Owen Mumford's range of safe and reliable devices for treating this disease will help millions of Chinese people live their lives to the fullest. China is one of the world's largest medical device markets, and we are proud to be launching our fine range of products here."

Jarl Severn, Managing Director of Owen Mumford said: "We have not come to China to look around and then decide. We are here to stay. We are here to grow – and grow fast. All over the world, people with diabetes want to manage their condition safely and easily. Our devices for capillary blood monitoring and insulin injection let them do just that and that's why we are confident this is the right move for our company."

Owen Mumford China office address: 25/F Central Plaza, 381 Mid Huai Hai Road, Huangpu District, Shanghai, China 200020

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⁽¹⁾ <http://www.nejm.org/doi/full/10.1056/NEJMoa0908292>

⁽²⁾ <http://www.idf.org/>



Jarl Severn speaking at the official opening ceremony of Owen Mumford's China office in Shanghai

WEST MIDLANDS COMPANIES PROSPER AND GROW IN CHINA

AS THE wettest British summer on record dampened spirits in the UK the exploits of West Midlands companies in China scorched their way into the record books with yet more best ever sales and trade figures.

Take, for example, Jaguar Land Rover whose first half-year figures showed sales up by 100% year-on-year to a staggering 36,451 units. Yet this only tells half the story. There are now more than 90 dealerships in place across China with the appointment of a further 40 already in place.

This vast expansion of JLR's support staff to service the market will involve a massive training and recruitment programme. And it is the recruitment and training of JLR's in-country customer support staff that will help drive their business forward.

Finding sufficiently skilled professionals is a challenge for businesses across the globe and JLR has launched a new graduate recruitment initiative in Shanghai, recruiting a group of 11 Chinese undergraduates who will study engineering at the University of Warwick, the University of Birmingham, Aston University, and Loughborough University.

The students will complete a three to 15 month placement at JLR within Product Development and Manufacturing.

Following their placement, the students will be invited to a conversion assessment centre, and, if successful, will be recruited into JLR on a full-time basis. After working in the U.K. for one to two years, the graduates will be provided with the opportunity to work in engineering at JLR China.

GUY DRU DRURY
 Head of CBI China Office



Des Thurlby, Human Resources Director at JLR, said, "This new HR initiative emphasises the growing importance of China as one of JLR's key markets. We are delighted to offer these

Chinese undergraduates this great opportunity and welcome them as part of the intake of 100 graduates who joined JLR last month."

And JLR is not the only West Midlands business expanding fast in China.

It was excellent to also learn that Owen Mumford, a family run specialist medical devices company, has now established its first sales office in Shanghai.

Their first China patent has already been registered and approved so clearly OM is confident that the local IP environment will continue to improve.

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Shaping the Future

go.warwick.ac.uk/wmg/cbi

WMG
Innovative Solutions

THE UNIVERSITY OF
WARWICK



FROM CRISIS TO SUCCESS

IN 2008, Dennis Eagle entered the economic crisis in a good shape as part of a larger Spanish owned group, with some good export markets where we were leaders. Unfortunately, the crisis resulted in more than just a market reduction in our core UK market (which has not fully recovered) but our two main export markets were Ireland and Greece. In addition, 30% of our material purchases were in Euro's. The result of all these factors was dramatic, volume reductions and margin reductions due to the loss of our natural hedge against the Euro (sales and purchases roughly in balance). Add to the mix some 'challenging' bank covenants, and the picture looked very grim for a time.

With the support of our parent company, and focussed management actions on cost and debt reduction, over a two year period the situation was stabilised. During this time, the business was always profitable and strongly cash generative, forming a good foundation for the recovery we have yet to see!

In our industry sector, waste collection vehicles, we are a large player in the body business, but a small niche chassis producer competing with global players. We sell products that are technically quite complex into an increasingly environmentally sensitive customer base. To re-establish the business and to regain the growth we had before the crisis, we decided to accelerate our investments both in facilities and new products to reinforce our

MIKE MOLESWORTH
Managing Director,
Dennis Eagle Ltd



strong home market and open the door for new export markets. In 2009 & 2010 we invested more than ever in improving the facilities aimed at improved quality & productivity as well as providing the base for increased capacity.

We have also found new markets. We signed a contract with Renault Trucks and supply our chassis to them under their brand from sales in Europe. We have established our product with innovative modifications to the cab design in Australia and are currently launching in South Africa. The next step for the chassis is the US market. In combination with our parent company we also launched a new refuse body which is widely recognised as the best in Europe.

For the future, we have almost tripled our product development spend to include Hybrid chassis and a new concept product supported by the Technology Strategy Board. Since we already have almost 60% of the UK market, the growth from these new products can only come from growing exports.

In 2012, we will have record production levels for chassis based on the export success, up 50% from the low point in the recession. We will have a very strong year in the home market too. This all adds up to a record forecast turnover, and a profit moving back towards the best ever. There is still much work to do, and the new products have to deliver for the future. It is said that fortune favours the brave, and it did seem a brave decision to increase our investments to such a level. However, if we had not, we would have been left behind. Our competition from Germany and elsewhere is investing. The future for manufacturing businesses like ours in UK is clear. We are a nation with ideas, and to grow our manufacturing economy we need to invest in ideas and added value that will be sustainable in the future. If we do not we will be left behind again. We are part way through the journey, and the early signs are good. If we had not focussed on export and innovation we would be stagnating now. Instead we are growing and the future looks exciting.

www.dennis-eagle.co.uk

£4.5 million investment for family owned foundry

The Foundry Division of Thomas Dudley Ltd has announced a major £4.5 million investment.



Joint Managing
Director, Martin
Dudley, outside the
company's Head
Office

LOCATED IN the heart of the West Midlands, Thomas Dudley is one of the largest employers in the Black Country with a workforce of over 250. Established in 1920, the family owned company manufactures the market-leading Dudley range of bathroom products, cast iron manhole covers, municipal castings and the UK's largest range of construction industry castings.

In addition, Thomas Dudley works with customers nationwide to produce bespoke cast iron components for a diverse range of markets including the rail, stove, wood burner, range / cooker, oil and general engineering industries.

Having invested over £2 million in 2010, the company has now revealed that a brand new £4.5 million moulding line was officially unveiled by Dudley born actor and comedian Lenny Henry on 28 September. The investment has been made with the help of the Regional Grant Fund.

Latest phase in a strategic improvement programme...

Martin Dudley, Joint Managing Director explained "the new Disa 131Z moulding line represents an investment in excess of £4.5 million. That is significant for any organisation and even more impressive for a family business. It again demonstrates our strong commitment to UK manufacturing".

"Our foundry currently employs almost 100 long serving and loyal people, 10 of whom have been with us for over 25 years. The improvements made in 2010 have transformed the Division, enabling us to enter new markets, compete more effectively with overseas foundries and secure significant new business. The growth that has been delivered has also allowed us to safeguard jobs and create a number of new positions".

Martin continued "whilst many organisations have actually cut expenditure during the economic downturn, we have taken the opportunity to invest heavily in both our plant and people. The new moulding line further enhances our capabilities to engineer high quality castings to extremely tight tolerances and will allow us to offer customers higher quality and an even better service".

The launch day was attended by around 50 guests who were taken on a tour of the foundry

www.thomasdudley.co.uk

BROMFORD SECURES US\$60MILLION CONTRACT

BIRMINGHAM HEADQUARTERED Bromford Industries, the premier supplier of performance critical parts for engines and landing gear to the aerospace industry, has secured a significant new business contract with global aerospace giant Messier Bugatti Dowty.

The contract, to supply Messier Bugatti Dowty with components and sub-assemblies for their latest landing gear for the new Airbus A350, is a ten year long-term agreement and is worth in excess of US\$60 million.

Bromford Industries is a manufacturer and supplier of complex, highly engineered, performance-critical components for the commercial aerospace, defence and power generation markets. With a blue-chip customer base including Rolls-Royce and Siemens, the business operates from four sites across the Midlands region in Birmingham, Leicester and Alcester, and has around 300 employees.

Messier Bugatti Dowty is a global leading business in the design, development, manufacture and customer support of aircraft landing gear, wheels and brakes, and is a wholly owned subsidiary of Safran SA. It is the world's largest manufacturer of aircraft landing gear.

The contract is a significant new business win for Bromford Industries and will result in the business making substantial investment, including plant and machinery. The work will also be a key contributor to Bromford's apprentice training programme, which supports and develops a number of young people each year in engineering and manufacturing disciplines.

Bromford Industries was acquired by Darwin Private Equity in August 2009. Darwin has since supported the business in its long-term strategic growth objectives including the acquisition of three complementary businesses in 2010 and significant investment in new capital equipment.

Commenting on the contract win, Mike Smith, Chief Executive of Bromford Industries said: "This new contract is a significant development for Bromford Industries and reiterates our ambition to drive growth within the company. Having secured the business following a highly competitive tender and bid process against emerging market sources, we are very proud that we will be delivering components from our UK base to Messier Bugatti Dowty.

"Bromford Industries has a historic relationship with Messier Bugatti Dowty that has developed over a number of years, and we provide them with innovative engineering solutions using the very latest technology available. I am delighted that we have been able to expand on this key customer relationship and look forward to developing this association further over the next ten years and more."

www.bromfordindustries.co.uk





Virtual reality recreation of Lunt Fort

YOU CAN now transport yourself from 2012 back to AD60-80 with the help of a 3D visualisation experience.

Visitors to the Lunt Roman Fort, which is situated on the outskirts of Coventry, can now get to grips with how the Fort would have looked when it was under occupation and what life would have been like.

A great deal of archaeological work has been done on mapping out the site and reconstructing some of the main features such as the barricades and main gate, cavalry training ring and granary (which is now the visitors' centre) using traditional techniques, however there is a limit to how much can be recreated physically.

Coventry's Herbert Art Gallery and Museum, who operate Lunt Fort and Malvern based The Virtual Experience Company turned to WMG, at the University of Warwick for help to create a large scale 3D experience of the Fort as it was at the height of its occupation.

WMG's £5 million Premium Vehicle Customer Interface Technologies (PVCIT) Centre has a range of facilities used by manufacturers to design and visualise products. This includes the UK's highest resolution 3D "Power Wall", driven by visualisation software supplied by Autodesk, which was used to complete the project and construct the 3D virtual reality Lunt Fort.

Professor Mark Williams, WMG Product

Evaluation Technology (PET) research group leader said:

"The Virtual Experience Company are just one of many local small and medium sized West Midlands companies that we have been able to grant access to this technology at WMG. We were particularly pleased that this partnership also helped a local museum, a local visitor attraction, and delighted to be able to give the first public viewing of it to a local school."

"Normally we can test product designs or even laser scan existing whole products as big as a car or van to create 3D models accurate to 5 thousands of a millimetre which they can then display and manipulate on the Centre's 3D "Power Wall" so a Roman Fort is a bit of departure."

David Bancroft, Operations Director of The Herbert Art Gallery and Museum said:

"The challenge with an open air site like this is to keep it as accessible as possible and there is a concern that it might not be as easily interpretable as it could be. This virtual reconstruction has been a very exciting project for us and has provided a way to envisage how the site was when occupied by the Romans, enabling visitors to move between buildings and examine artefacts.

Visitors to the site can view the 3D reconstruction here, but it is also available on our

website, which we hope will encourage others to come and visit the site in person."

Mike Gogan of the Virtual Experience Company said:

"The Virtual Experience Company uses 3D and computer games technology to access buildings and heritage projects and we were approached by The Herbert to help interpret the fort. Working with their historians and archaeologists we built a 3D reconstruction of the Fort as it would have been when occupied by the Romans and visitors can now explore this not only at the site itself but also online.

As a company we are always looking for the latest technology and innovations to keep an edge over our competitors and I approached WMG as they have the latest technologies, as well as programmes, to help SMEs. They have further developed our 3D reconstructions for display on

the 3D Power Wall which is a huge advantage to us as a company, giving us access to expertise and technology we couldn't otherwise afford and providing a demonstrator than we can now use for future clients."

For more information about WMG's Premium Vehicle Customer Interface Technologies (PVCIT) Centre visit go.warwick.ac.uk/wmgdigital



UK MANUFACTURING

MANUFACTURING HAS long been the cornerstone of the economy and crucial to generating wealth, employment and underpinning communities in the UK.

According to successive governments the image and perception of UK manufacturing is a major issue and addressing this is seen as the only avenue to rebalance the economy through strengthening production and achieving sustainable growth.

British manufacturing has been in relative decline for the past 30-40 years as the manufacturing sector share of GDP has significantly reduced from 30% plus down to circa 10% today. Other countries, especially Germany, have seen the opposite with the German manufacturing sector being twice the size of the UK and providing a solid foundation for the economy.

Within the UK there has been a shift from manufacturing towards the more service orientated sector in which the UK has considerable expertise. We need both a solid service sector and a manufacturing sector that can achieve and maintains sustainable growth in the short and long term. To achieve this aspiration however will require the image of manufacturing to be refocused significantly and investment in plant, equipment and people undertaken if a strong and vibrant manufacturing sector is to be achieved. This task will not be easy and will take a number of years. Hence, a medium to long term framework and strategy for the sector needs to be agreed and put in place so that Government, irrespective of political persuasion, maintains the momentum.

It is acknowledged that the UK these days provides a relatively small market for manufacturers of both traditional and the emerging high-tech and advanced manufacturing solutions. Exports therefore will continue to be the vital ingredient to secure the growth needed in the UK. For this situation to be realised UK manufacturers cannot just rely on niche sectors such as Aerospace and Automotive to underpin the UK manufacturing order books. Traditional manufacturing must be embraced but it will need to be cost effective and efficient to compete both in the UK, Europe and other markets.

PETER CORFIELD
Director General,
NASS



Clearly, economies of scale apply but supply chain and contributions to the value chain, as experienced in the automotive sector in particular, are transferable to other products/sectors providing there is a desire to develop and create the market pull for its products and services. It is also important to recognise that employment within manufacturing is becoming increasingly skilful in most areas. To remain competitive in a high wage economy will not be achieved by cost down activities or utilising low wage labour but being smarter and more productive in the process.

I represent the National Association of Steel Service Centres (NASS) in the UK and we are proud to be an integral component of manufacturing supply chains.

The activity levels of our membership, which has an accumulated turnover of circa £3 billion and is involved with all sectors of manufacturing, does portray a true reflection and is a barometer of the fortunes of UK manufacturing. We have not seen the public or media view that the UK does not wish to make things anymore, and the anecdotal doom and gloom, quite the reverse, we have experienced relatively strong order books and optimism that UK manufacturing, supported by exporting of products, can achieve growth. NASS and its members therefore pledges to support manufacturing in the UK by collaborating and undertaking an integrated combination of Research and Development, logistics and supply chain activities to deliver the vital components of a future vibrant UK manufacturing sector.

www.nass.org.uk

BMW Hams Hall best in class

ENGINES PRODUCED at BMW's Hams Hall manufacturing facility have been acclaimed as the best in class at the prestigious International Engine of the Year awards 2012.

Commenting on the award, Hams Hall's plant director Nick Spencer said: "Everyone at the plant works hard to ensure we build engines to the highest standards of quality. We are proud to be producing award-winning engines and contributing to the success of MINI."

For over a decade high-tech fuel efficient small petrol engines have been manufactured at the Hams Hall site and the plant recently marked the production of its 3,000,000th engine. Work has already started to upgrade manufacturing facilities for production of the next generation of petrol and diesel engines. It was recently confirmed the plant will be the exclusive producer of three-cylinder engines for the new BMW i8

plug-in hybrid sports car.

This Award follows BMW Group's announcement of a further £250m investment in its UK manufacturing operations by the end of 2015 at its manufacturing plant in Oxford, steel body pressings operation at Swindon and engine plant at Hams Hall. This is to support the company's international growth strategy for the MINI brand with increasing volumes and up to 10 different models in the new line-up in the mid-term. It comes on top of the £500m UK investment announced in June 2011 and means additional job security for the 5500 UK associates working in the so-called MINI UK Triangle plants.

This additional investment is great news for all BMW employees in the UK and shows the Group's commitment to Britain as a vital manufacturing base.

www.bmwgroup.com



The new BMW i8 plug-in hybrid sports car

Business insurance that protects your most valuable assets – your people.

Underwritten by Zurich Insurance plc



SUPPLY CHAIN – THE BOTTOM LINE

PHYSICAL EVENTS affecting supply chains, such as the recent catastrophes in Japan and Thailand, have cost the UK economy billions of pounds; even during Britain's harsh winter in 2010, snow storms resulted in a 0.6 per cent fall in Q4 GDP.

However, natural disasters are only part of the problem; non-physical issues including strikes, systems failures, product quality incidents, IT outages and – particularly in this economic climate – supplier insolvency, can have a significant effect on a company's supply chain, and subsequently their bottom line.

To understand the severity of these disruptions, and provide advice on how best to tackle them, Zurich asked a number of UK mid-sized businesses which supply chain disruptions have had the biggest impact, how often disruptions occur, and what businesses are doing to mitigate future risks.

What we've found is concerning; companies are suffering increased costs, loss of revenue, customers and reputation.

In terms of the level of supply chain disruption that has occurred, almost nine in ten (88%) organisations surveyed said they had experienced significant disruptions to their supply chain in the past. The top three common causes of supply chain disruption were product quality incidents, adverse weather and unplanned outages of IT.

The impact on the bottom line for organisations that have experienced disruptions is significant. The full cost of disruptions are underestimated because of the difficulty of quantifying lost sales and reputational damage, but we estimate that the average cost to a mid-sized business is £200k per year with this rising to £230k for manufacturing businesses due to their usually much larger and complex supply chains.

Nearly half of organisations surveyed told us that their Board is involved in reviewing or monitoring the supply chain from a risk perspective. However, alarmingly over half of businesses said they had not reviewed their supply chain within last six months, citing

DAVE CAREY
Head of Corporate,
Zurich UKGI



'not having enough time' and high costs as the main reasons for not doing so. This is perhaps the most alarming statistic that emerged from our survey. It shows a real need for organisations to review their supply chain operations and take pre-emptive actions to ensure that when disruptions take place, they are fully prepared to deal with the crisis promptly and effectively. That being said, it is reassuring to know that nearly seven in ten businesses said they will take greater interest in reviewing their supply chain risks over the next 12 months.

While it is important to realise that every business is different, and the strongest solutions are those fully moulded to a specific company's operations, Zurich has devised a 'supply chain action plan' that is applicable to all companies to help lessen supply chain risk:

- Identify all critical suppliers – not just direct suppliers
- Focus on the relationship and management of critical suppliers
- Achieve visibility of key products for the entire supply chain from raw materials to end-users
- Analyse the impact of failure on profits and output
- Ensure that the Board takes responsibility for supply chain risk management
- Take a holistic approach to supply chain risk management;



threats to supplies of key raw materials and components can come from both physical and non physical causes

Ultimately, our research shows that mid-sized businesses, across a variety of sectors, are still prone to severe supply chain disruptions that can dramatically affect their bottom line. A well managed and maintained supply chain is essential to the efficient workings of a company. However, the failure to prepare for the worse scenarios can have devastating consequences that resonate across a business, regardless of size.

www.zurich.co.uk

Sending employees overseas – it's all in the planning

BUSINESSES THAT want to get ahead in the global marketplace increasingly need to send staff overseas for short or longer term assignments. It is undoubtedly a great opportunity for the employee and for the business to grow, but without careful and advance planning it can prove costly and potentially create unnecessary complications.

Immigration – understand the immigration requirements in the host country and make sure you comply. Getting this wrong can have disastrous consequences for your employee and may severely reduce your future chances of doing business in that country. Does the employee need a work permit, a visa or both? Does this require sponsorship from a local company, and do they need to be employed locally?

Tax advice – know the tax implications of the assignment for employer and employee in both home and host countries. Your tax adviser should start by looking at the options for the business as to where to pay the employee and provide you with the tax implications of these options. For example, paying the individual locally may have withholding tax implications for the company.

Employers do not typically want to be involved in their employee's personal tax position, but the tax adviser should flag any obvious complications after meeting your employee. For example, significant additional overseas taxes might be due off the back of a personal investment portfolio.

Social security – make sure you and your employee are paying social security in the right

SARAH ROBERT
Senior Manager,
James Cowper



place. In some circumstances you may be able to choose where social security is paid, and this can impact the overall assignment costs. In other circumstances there is no choice at all.

Who pays what? – be clear on what the business is prepared to pay for and the resulting costs for the company. This will depend to some degree on how much the employee is needed in the business overseas. For example, if the employee is moving with his family, will you pay accommodation costs overseas? Does the host country tax that accommodation and who pays the tax?

And finally, remember that decisions taken now will be seen as a precedent for future assignments. It is all in the planning.

For more information email sroberts@jamescowper.co.uk or visit www.jamescowper.co.uk.

AN ECONOMIC VIEWPOINT

DESPITE A number of positive moves by EU leaders, such as the concessions announced by Angela Merkel, there is no question that the prevailing economic crisis continues to have an impact on UK businesses. While the negative repercussions currently lead the news cycle, less has been said about the examples where 'creative destruction' (growth achieved on the foundations of old industries and business models) has resulted in positive news for our national and local economies.

As Deloitte's Chief Economist Ian Stewart recently outlined, there are a number of areas of the UK economy seeing growth, several of which relate directly to the West Midlands:

1. UK car production rose 34% between 2009 and 2011. Inward investment and the devaluation of sterling in 2007-08 have helped boost exports and the UK has recorded its first quarterly trade surplus in cars and vehicle parts since 1976. Here in the Midlands we are very aware of the energised automotive sector and have seen first-hand the benefits of this growth within our local economy – seen recently in the announcements by Jaguar Land Rover and BMW.
2. Consumers are spending on technology. Household spending and incomes have declined but UK consumer spending on communications has risen by almost 18%. Our world-class Universities in Birmingham and the innovation resulting from the established links between business and academia mean we are ideally placed to position ourselves for future success in this sector.
3. The UK private sector has created 892,000 jobs since 2010, far more than the 453,000 jobs lost in the public sector. The West Midlands was one of the worst-hit areas for public sector job losses but is showing strong signs of renewed private sector growth. Examples include the announcement of



CHRIS LOUGHRAN
Senior Partner at Deloitte
in Birmingham

a new Institute for Translational Medicine in Birmingham² - reflecting the region's impressive medical and life sciences credentials, and the significant expansions of two leading firms in food production and distribution; 2 Sisters Food Group and East End Foods PLC.

It is natural to worry about how change and unprecedented instability can limit and hinder our success. The key is to look for the opportunities and get to them quickly - and engage the best advisers along the way to help you act on them.

www.deloitte.co.uk

CBI West Midlands Economic Lunch

Tuesday 6 November, at Aston Villa Football Club

Come and hear CBI-Director-General, John Cridland CBE
one-on-one with Hugh Pym, BBC Chief Economic Correspondent

Julia.fox@cbi.org.uk

¹ Economist Joseph Schumpeter

² Birmingham Health Partners welcome funding for Institute for Translational Medicine www.birmingham.ac.uk/news/latest/2012/07/05July-ITM-Press-Release.aspx

³ 2 Sisters Food Group acquires Northern Foods in April 2011 and East End Foods PLC has announced plans to build a food wholesaler and conference centre at the former HP Sauce factory site in Aston.

ONE STEP THERE, BUT FURTHER WORK NEEDED!

FEWER YOUNG people were out of work in the latest labour market data. But youth unemployment only fell because a smaller number of full-time students were looking for work - the number of young people not studying full-time and looking for work actually increased. With over one million young people unemployed, 90,100 in the West Midlands alone, is the government doing enough?

On the whole, businesses believe that government is on the right track - but more needs to be done to avoid a lost generation. There are three priorities for action: ensuring back-to-work schemes are effective, tackling the long-term, structural causes of youth unemployment and making business part of the solution.

Government's first priority in tackling youth unemployment must be making the most of existing policies. With the UK again in recession budgets remain tight, allowing little room for manoeuvre. To help young unemployed people it's therefore important to ensure we make the most of what we've got: the Youth Contract, the Work Programme and work experience schemes.

Raising awareness is key to ensuring uptake of existing initiatives. The Youth Contract, a £1 billion scheme aimed at tackling youth unemployment, for example, can only incentivise businesses to give a young unemployed person a chance if the person making the hiring decision knows about it and how to access it. Government has already made some progress in raising awareness here.

Making initiatives simple is also imperative. Young people are tomorrow's workforce and businesses are committed to supporting them. But with 47 different employment and skills initiatives aimed at helping businesses hire and train unemployed people in England alone, businesses need help to navigate the landscape. A 'one stop shop' single point of access could help businesses fight through this jungle. Scotland's 'no wrong door policy', where information about initiatives is shared between different stakeholders, could also be a solution.

Government's second priority in helping young people must be tackling youth unemployment's long-term, structural causes. Youth unemployment started rising in 2004, long before the economic downturn, suggesting a return to growth alone won't solve the current crisis. So while it's important to act now, we also need to get things right in future. This means tackling the underlying issues in schools and in our welfare system that mean too many people never transition into sustainable work.

Employability needs to be at the heart of the curriculum. If you want a career in sales, you'll need to be able to add up. But if you can't communicate well with your customers and work independently an A* in maths won't help you achieve your sales targets. To equip our young

LENA TOCHTERMANN
Senior Policy
Adviser,
Labour Market
Economist, CBI



people to succeed in working life, incentivising schools to embed employability competencies and behaviours is therefore key.

It's also about advising young people about the choices they make in school. In business good information is essential to making the right decision, whether it is about a risk on a new market, a new product or a new employee. It's the same for young people. They deserve good quality careers guidance to succeed in working life and avoid making the wrong choices.

Alongside this, the welfare system must effectively support young people into work. With Jobcentre Plus responsible for young people from the age of 18 and local authorities responsible for school leavers up to that age, there's a real risk young people are falling between the gaps. Different departments need to work hand in hand across the UK to avoid this happening.

Those that require extra help need to get it as early as possible. People who find it the hardest to obtain work already receive support early through the government's Work Programme, its flagship outcome-based welfare to work programme. Yet, referral onto the programme is not always happening at the three month mark, something we highlighted in our recent report Work in progress: fulfilling the potential of the Work Programme. Reviewing the referral process to ensure young people get the help they need is therefore important.

At the heart of all this work, though, is seeing business as part of the solution. Businesses are the clients of employment and skills initiatives and their future success depends in large part on the quality of the education and welfare systems. Companies know which initiatives work, which skills are needed and what up-to-date careers advice looks like. If the ultimate aim is to reduce the number of unemployed young people, business therefore needs to be seen as part of the solution. CBI West Midlands has already made a start with its own scheme to link businesses and schools. More now needs to be done elsewhere.

Contact: lena.tochtermann@cbi.org.uk





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ENGINEERING PROJECT TAKES PUPILS AROUND THE WORLD

PUPILS AT a school in Birmingham were taken on a journey around the world on Monday 16 July to find out what engineers do, how engineering affects our lives and how engineering companies from the Midlands are making a difference on a global scale.

Year 9 pupils at Small Heath Upper School were the first pupils in the country to experience the Tomorrow's Engineers "Around the World" careers outreach programme, designed to show young people the exciting jobs that their science and mathematics subjects could lead to in the future.

Linked to the Science and Design and Technology curriculum, 13-14 year-olds took part in an interactive presentation and activities tackling issues from climate change and surviving earthquakes to how to make sure our lights don't go out.

Activities included:

- **I Engineer** – a hands-on challenge pitting pupils against the clock to come up with solutions to big engineering conundrums
- **Engineering X Factor** – Challenges and brain-teasers that shatter the myths that surround engineering and highlight the key skills and qualifications needed to follow a career in engineering
- **The Drawing Board** – A Dragon's Den style activity giving pupils the chance to put their product or solution ideas to an industry expert.

Led by EngineeringUK and the Royal Academy of Engineering, the Tomorrow's Engineers programme is the product of a unique collaboration between West Midlands based engineering firms, E.ON, GKN, Goodrich, Jaguar Land Rover, National Grid, Rolls-Royce and Severn Trent. Delivered by By Design and Science Made Simple, the careers outreach programme for schools aims to provide an introduction to modern engineering backed up with careers information and resources that will inspire the Midlands' future engineers.

Small Heath Pupil, Ibrahim Rashid, 14, said: "This has really made me think 'should I change my career choice?' I was thinking of going into medicine but, looking at this and learning about medical engineering, I thought 'why not go into engineering?' I wouldn't have

thought engineering had so many options. I thought cars and mechanics were it."

Chief Executive of EngineeringUK, Paul Jackson, said: "Talent is the foundation for growth, and is at the heart of our vibrant engineering and manufacturing sector. This collaboration with other Midlands engineering companies means that together we can do more to tackle skills gaps, improve understanding about engineering and ultimately increase the number of young people choosing engineering as a career."

Head of Work Related Learning at Small Heath Upper School, Richard Riley, said: "There's a new message that has to be put out about engineering. It is cool, and it opens up a lot of doors careers-wise. We are great believers in the importance of children knowing why they're learning what they're learning, and understanding that if they have the right skills there are companies that will employ them. It's important that children learn what skills are needed and get more of an understanding of what engineering is really about, that's why this programme is so good."

Learning and Development Manager at Severn Trent, Jo Wilkes, said: "We are looking for a new wave of graduates and apprentices to come into the organisation and it's great to engage with pupils at a younger age so that they can start making informed decisions about what career routes they want to go down. As an organisation, if we can encourage young people to take up science and maths and be interested in engineering then they are potentially our future employees."

Community Relations Officer, Corporate Governance & Social Responsibility, at Jaguar Land Rover, Nikki Armstrong, said: "We need to engage with young people before they've made their career



Mike Ridler from By Design taking part in a Tomorrow's Engineers activity with pupils from Small Heath School

choices to show them the opportunities available in the world of engineering and science. The perception of what an engineer does, particularly in the automotive industry, is very different to the reality. This programme enables us to reach a larger number of young people to showcase the variety of opportunities that are available with companies like ourselves."

Tomorrow's Engineers careers information and resources are available at www.tomorrowsengineers.org.uk

Midland Heart's lesson in safety

SCHOOL CHILDREN from a Coventry Primary school donned hard hats and protective clothing as part of a health and safety talk to educate them about the perils of construction sites.

Over 30 children from Whitley Abbey Primary School gathered together to learn about potential hazards, hidden dangers and the most common accidents at a master-class given by Westleigh Developments.

The talk was organised by the contractor and housing and care organisation Midland Heart, which is developing Touchstone Court, as part of the £5million development to transform the former Touchstone offices site and provide 45 new homes offering a mix of 3 and 4 bedroom houses and 1 and 2 bedroom apartments for rent.

Following the presentation the school children tested the speakers' knowledge in a round of quick fire questions about how accidents take place, how many people work on the site and what personal protective equipment workers need to wear.

Julie Harrison, Deputy Head of Whitley Abbey Primary School, Coventry said: "The safety talk was really helpful and the children really enjoyed it - especially wearing their hard hats and high visibility vests!

Steve Dudman, Health and Safety Manager Westleigh Developments, said: "We had a great morning meeting the children who showed a real interest in why health and safety regulations



Ellie aged 6 and Missy aged 7, from Whitley Abbey Primary with Site Safety Manager Steve Dudman

need to be in place. "We hope the information we provided will make them think twice and deter others too."

Graham Bettam Senior Project Manager at Midland Heart added: "We have been working with the school children and their teachers for a few months on a variety of projects related to Touchstone Court. We are delighted that Westleigh Developments took time out to talk to the children about site safety - the children really enjoyed it."

The scheme, which is due for completion later this year, is being developed by leading housing and care organisation Midland Heart, in partnership with; Coventry County Council, the Homes and Communities Agency, with £3.3million funded through the Recycled Capital Grand Fund, and Westleigh Developments.

www.midlandheart.org.uk

SCHOOL POSTER COMPETITION HIGHLIGHTS JCB SAFETY MESSAGE

SCHOOL PUPILS took part in an art competition to design safety posters to go on display at a JCB factory. Children at Rycroft Middle School, in Rocester, were asked to produce artwork to help promote the key message of safety in the workplace to production employees.

A total of 16 different posters were designed, each featuring the slogan "Is it Safe - Is It Right?" The posters will feature prominently throughout the Backhoe Loader Business Unit, which is based at JCB's World Headquarters, Rocester.

Members of the Backhoe Loader Shop Floor Health and Safety Committee chose a winner and runner up in two age categories as well as an overall winner. The winning poster was drawn by Sophie Lomas, 10, who used a traffic light design to get the message across.

Gordon Richardson, JCB Works Convenor for the GMB Union, said: "We were very impressed by the quality of all the posters and the amount of effort that was put into the competition. Sophie's poster was very effective in conveying the health and safety message and will certainly have the desired impact on the factory floor."



Sophie Lomas (right) aged 10 with her winning poster is pictured with Fergus Simister 11 and Chelsea Johnson, 13

"We originally ran the competition with the school six years ago but decided it was time to update the designs. Coming from such a different perspective, the posters are very effective and can highlight the need for health and safety in the workplace in a bold and original way."

All the pupils who produced designs were invited to the World HQ for a factory tour, a look around The Story of JCB exhibition and were given JCB goody bags. Sophie and Over-11s category winner Chelsea Johnson, 13, along with runners up, Fergus Simister, 11, and Ellie Taylor, 11, were presented with die-cast models of JCB machines to mark their success.

www.jcb.com



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Lord Andrew Adonis urges Q3 students to “invest in their future”

Q3 ACADEMY have celebrated another successful annual Sponsors’ Dinner, with the first anniversary of the launch of InQbate an exciting new initiative to ensure ex Q3 Academy students do not become part of the “NEET” (not in education, employment or training) generation.

The evening hosted by Sponsor Eric Payne OBE, and attended by Lord Andrew Adonis and other businesspersons, reinforced links between the Academy and local business partners. The event was a great opportunity for our Sixth Form students to make links and gain valuable advice from experts within the Business field.

Mrs Caroline Badyal Principal at Q3 Academy expressed that she felt “personally responsible that Q3 Academy students do not add to the unemployment statistics” and that “they deserve the very best, we must give them opportunities”. With over 150 Year 12 and 13 students in attendance Mrs Badyal also said that she was “impressed by their commitment, drive and determination”.

The Junior Executives said: The evening was inspiring and thought provoking. It was a pleasure to be in the presence of a truly inspirational person.

InQbate allows students who have completed their A Levels to develop their entrepreneurial skills. The programme covers six areas; Hair and Beauty, Catering, Photography, Events Promotion & Management, Sports Management, Graphical Design / Website Development, Horticulture, or alternatively an Open Opportunity where students can suggest their own ideas for entrepreneurial development.

Jonathan Kibbler, last year’s recipient said: “The InQbate initiative has given me a real insight to the business world and is slowly helping me to grow my business proshoot photography limited to its full potential. The first six months have been tough like any other business starting up in these difficult times, but recently I have been producing some work for the school to build my portfolio and push my business to bring in some new clients.”

The Academy has also recently developed an apprenticeship scheme, ‘eQuip’ which provides targeted one year placements in key areas including a weekly training slot off-site. The first student enrolled onto the scheme has developed a wide range of skills and now, almost at the end of his first year has secured local employment.

Lord Adonis gave an inspirational keynote speech. He commented on the Academy and building itself saying it was “truly wonderful” and that it was an “honour to be here”. He went on to say that it was “wonderful what business partners are doing” and urged Q3 Academy students to “seize the opportunity and see education as a gateway and go to university which is an investment in their future and their expectations should be of success. He commended the InQbate and eEquip initiatives.” He ended his speech with a message to our young people, “transform society for the better”.

www.q3academy.org.uk
For more information on InQbate:
www.inqbate.org.uk
Jonathan Kibbler can be contacted at
www.proshootphotography.co.uk



Lord Andrew Adonis urges Q3 students to “seize the opportunity”



Q3 Academy hosted a CBI Senior Executive Lunch at which over 70 CBI members and Q3 students were given the opportunity to hear from keynote speaker Steve Pateman, Head of UK Banking, Santander UK plc photos courtesy of Jonathan Kibbler



Q3 Academy - Facility Hire

Q3 Academy has a wide range of state-of-the-art facilities that are available for hire by the wider community. These include conference, events, sports facilities, drama spaces and our stunning lecture theatre with 3D projector.

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Work experience at Freestyle



My name is Georgie Butler, I am 15 and I'm Richard Butler's daughter. I am a student at Redhill School, Stourbridge and am currently at the end of year 10.

For my work experience in July I wanted to use my creative interests and skills for a job that I might be interested in for the future. My careers advisors at school gave me ideas and helped me contact employers. I sent emails and letters to several companies including Freestyle Interactive, which is a graphic/web design company which my dad has had meetings with in the past. I sent several emails to the HR manager. This company was the most appropriate to my individual skills.

It was planned that I visit from 2nd July – 6th July. During this week there was going to be 2 other work experience students alongside me. One student was the same age as me and the other was 17.

On the first day, I was anxious, nervous and a bit excited. As I had never been into a work environment before, I was worried about the task I would be asked to carry out.

We were given a self-promotion project to complete within the week; this was a very eye-opening project, which made me see myself from a strangers view. The piece of work had to show off our ability to use computers and their software. Also the project could be used as a CV when I go to job/college interviews.

For the first couple of days I researched on the internet and brainstormed, creating ideas in my sketchbook. I also practiced on the software available. It was very thought provoking.

My final idea was based on an ipad. This sums me up and represents my interests, as I am constantly using my ipad to play games, take pictures, and search the internet.

I also came up with this idea because I think that if you look at someone's app's on their ipad or iphone, they reflect the person's personality. For each app on my ipad, I created something that I am interested in.

An example of this is, as I would like to travel the world I made a 'world map' app. Hopefully if someone looks at the piece of work then it is clear to them what my interest/hobbies and dreams are.

I would also like to take this opportunity to thank Freestyle for this wonderful opportunity and for making me so welcome.

Business in the Classroom – developing real business education partnerships

FOLLOWING ANOTHER exciting operational year, Birmingham Metropolitan College will be facilitating partnerships between business and schools across the region during the 2012/13 academic year.

Business in the Classroom is a CBI West Midlands initiative, managed by Birmingham Metropolitan College, aimed at promoting partnerships between businesses and schools which deliver practical projects that offer genuine rewards for business whilst ensuring the development of employment related skills in the workforce of the future

Projects undertaken over the past year have been wide-ranging covering everything from the design of a "concept car" to the provision of advice on how to reduce a large firm's carbon footprint (and their costs). Over the past year CBI has also been very pleased to welcome on board a number of new corporate big names such as BMW, HSBC and Deloitte which has considerably broadened the range of projects available whilst bringing extensive current business and industrial experience into the classroom.

Many schools have been able to incorporate their projects directly within the curriculum so that they contribute to final assessable grades, often within business studies, ICT or other relevant examinable subjects. Others have preferred to direct projects at enhancing participating students' CV's and general job-prospects. This is the route taken by King Edwards School Five Ways where the projects are now so over-subscribed that students go through a formal application process to engage, after school, in projects set by their partner company Avery Weigh Tronix!

Typical student testimonials from their project experience include:

"At first I did not know how to create a persuasive proposal and create attractive fit-for-purpose documents. I now know how to set out an effective and professional looking proposal. I have learnt leadership skills and the importance of delegation in a project. I am acutely grateful for this as it will help me later on in life."



Company comment has included:

"both managers and staff found the whole experience to be an excellent learning mechanism, developing the organisational, networking and presentational skills required to achieve a professional and effective series of meetings with a positive outcome"

In a number of the partnerships the *Business in the Classroom* links have promoted a wider working relationship. For example Gateley LLP staff have developed an impressive mentoring scheme with Castle Vale School in which the firm's professionals provided one to one support for a number of students to underpin career aspirations and exam preparation. In other cases project participation has led to work experience placements for students and even positions on school governing bodies for their business partner staff.

For information on how to get involved please contact Nick Mayman on 07889 442175 or email nick.mayman@bmetc.ac.uk

DELOITTE BACKS BUSINESS IN THE CLASSROOM

CHRIS LOUGHRAN, Senior Partner for Deloitte in the Midlands has his firm's full weight behind *Business in the Classroom* in a project with Heartlands Academy, recently judged "Outstanding" by Ofsted in all 5 key categories.

Having received "A Big Tick award for excellence 2011" in the Education category for its Employability and Skills Initiative, Deloitte was an ideal Partner for Heartlands Academy. The project, devised by Mark Simpson - an Assistant Director in Deloitte Corporate Finance, required the students to role play as financial consultants bidding to provide advice on income generation and cost reduction at "XYZ" Academy. Students were required to produce a proposal document and then present their proposals to a panel. Deloitte delivered a series of interactive training sessions, providing students with the foundation from which to develop these skills and apply them during the project:

Mark said: "*The advantage that this programme has is that it allows time to identify individual development needs and monitor the progress made. The students' motivation and confidence have visibly grown and their application of the core competency employability skills very much improved. The whole experience has been challenging yet fun.*"

Rachel Buckingham, the Community Director at Heartlands, led the school team and said: "*The programme has been invaluable to their personal development. It has also supported my knowledge of the employability qualities and skills required in the private sector. I have learnt a great deal from Deloitte. The students were overwhelmed by the presentation day and want to continue working with Deloitte. They are so proud of their achievements. Mrs Jones, the Academy Principal, was really impressed when the students arrived back at the academy; they were extremely high on adrenalin!*"

Birmingham Metropolitan College is managing this initiative on behalf of the CBI, Linda Round, Director of Economic Development and Employment, an observer at the project presentations, commented: "*Not only have the students made demonstrable strides in increasing their employability skills but they have clearly enjoyed the whole experience.*"



Mark Simpson (Rear right) with Heartlands students displaying their Deloitte certificates

Testimonials from the students themselves included:

"At the start of the project, in terms of knowledge about business, I was clueless. The experience gained with Deloitte has helped me to grow in confidence. I was also able to improve my: self-management, customer awareness, and group working. I want Deloitte to continue helping school pupils to build their knowledge in business".

"I've learnt a lot of key information which I never had a clue on. I've boosted my confidence and now have realised that Finance is not as boring as I thought it would be".

"I have learned many new skills and abilities, and hopefully will use these in my daily life".



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Our diverse range of professional and short courses span an equally diverse portfolio of subjects, all designed with business in mind. We ensure that our organisational development programmes focus on the pressing and immediate challenges faced by businesses and the range of expertise within the University also allows us to deliver bespoke consultancy services. We offer custom designed learning and development solutions for a variety of industries including Business and Professional Services, Health and Life Sciences, Engineering, Manufacturing, Construction, Creative, IT, Defence and Security.

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We understand business

Coventry University is committed to working closely with industry partners and is proud of its history of business engagement. We are one of the top universities for working with businesses: in 2010-11 we supported over 9000 small medium enterprises (SMEs) and almost 500 large companies. Through our commercially focused businesses we work closely with our clients to deliver professional learning and development programmes. We have a number of subsidiaries responsible for delivery of a range of services. These include:

CU Services Limited is the company through which the University delivers consultancy and specialist professional learning and development programmes. The latter programmes are delivered directly to individual learners, or can be tailored to specific organisational requirements.

Acua Limited works with organisations throughout the UK to support talent and capability, developing employee skills, knowledge and behaviours that enhance individual and organisational performance. By developing solutions that are delivered in the workplace and focus on real business challenges, they enable talent to realise its potential and enhance business performance.

Coventry University College is a new concept in higher and professional education that has been designed to be accessible for employers and employees. The flexibility that we offer means that we can help towards achieving your organisation's learning and development needs.

We are committed to working closely with local employers to help build a strong workforce that is beneficial to both the local region and the UK. If you are an employer looking to develop your staff then we can provide a more flexible approach to Higher Education or professional learning and progression.

It is with this focus that Coventry University College professional development courses have been designed. All of our teaching staff and materials are designed to be of the highest academic standard. All of our academic qualifications are designed around qualifications from leading professional bodies and we aim to be very much at the heart of the business community through qualifications, development events and programmes.

To find out how we can help you develop your organisation or if you are an individual looking to further your career please contact us at:

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The University developed the Foundation Degree in Metrology through consultation with employers to ensure that the learning and skills acquired are those that employers need. The integration of work-based activity is encouraged to enhance learning whilst maintaining a focus on the employer's needs.

The vocational qualification is also aligned to the National Physical Laboratory's (NPL) training framework. Graduating students will receive the dual accolade of the Foundation Degree itself and achieve the NPL Dimensional Training Awards at Levels 1 and 2.

The Foundation Degree is now in its fourth year. Students come from a range of sectors, including aerospace, healthcare, defence, automotive and general manufacturing.

If you would like to find out more or are interested in developing courses for your organisation email cpdenquiries@coventry.ac.uk or call 024 7688 7798.

"The Foundation degree in Metrology run by Coventry University not only gives the relatively new Metrologist a very good exposure to the Measurement of Science but also gives experienced personnel a more in depth knowledge of the subject. The course is taught by professional lecturers who have a passion for the subject. I recommend this course to any potential Metrologist."

Technical Manager at Trescal



Coventry University's Faculty of Business, Environment and Society (BES) provides a **dynamic, innovative and enterprising** educational experience for all of its learners. We have modern and well-equipped teaching facilities and promote the use of up-to-date technology to enhance the learning experience.

With excellent links to major national and international organisations and close partnerships with universities around the world, we have an international orientation with learners and staff from many countries.

We offer a variety of professional development programmes, in partnership with various professional awarding bodies that can be offered as closed programmes to organisations as well as individuals. This allows the learners to not only receive guidance from an industry specialist, but also the skills that employers are looking for. We cover programmes such as **PRINCE2® (PR**ojects **IN** **C**ontrolled **E**nvironments), a project management methodology that covers the management, control and organisation of a project. This is offered at both Foundation and Practitioner levels.

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- English for Speakers of Other Languages (ESOL)
- ACCA
- SAGE
- Trafficking in Human Beings
- Legal Practice and Sports Law

"Since completing the course my job role has changed from Project Manager to Line of Business Manager (Video Inventory and CVI). I feel better equipped to plan, manage, and understand the terminology when discussing project work with my peers. This has benefited my organisation by allowing the implementation of better project planning/initiation and monitoring of progress within the inventory line of the business. The course assisted in my promotion to lead my own line of business and provided me with more confidence in leading and managing project work."

*Justin Martindale - Line of Business Head
(Video Inventory and CVI) - Yotta DCL
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One such example is a talent programme leading to a Foundation Degree delivered for TNT Business Solutions.

TNT required a development programme that ensured personal success and business return on people investment.

A collaborative succession planning exercise between TNT and an Acua Business Coach revealed a variable level of previous success in supporting individuals who wished to move into leadership roles across the business. TNT wanted to provide leadership development for those managers identified as potential leaders of the future through their talent management process. The business expressed a desire to 'grow talent' from within while maintaining uninterrupted service to customers, so a 'classroom heavy' intervention would not meet their needs.

Acua designed a talent management programme culminating in a Foundation Degree, which is primarily being delivered in the workplace, to provide comprehensive leadership and management development to middle managers who are forging their own career paths within TNT. The collaborative solution included a series of master classes delivered by Tim Robb of TNT, that further aligned the programme to the organisation's strategic objectives. Acua and TNT together have created a Leadership Networking Forum with other employers which has enabled learners to share knowledge, experiences and new ideas in a wider forum than they would normally have access to.

"Acua has been the single biggest difference between success or failure and this programme has been an outstanding success."

*Tim Robb, Divisional Director
TNT Business Solutions*

Coventry University College

Legal Studies – a new way to learn

Coventry University College, has appointed a barrister as its Head of Law.

George Ellison held a senior lecturing position in Liverpool, before coming to Coventry to take up the challenge of creating the Law courses at the College, on Coventry University's campus.

Mr Ellison, started his working life in the police force before going on to train as a barrister and brings with him a wealth of experience.

He said: "I am delighted to be working for Coventry University College. It is a brand new Higher Education institution in the City which offers a number of courses, part-time, full-time as well as standalone professional qualifications that are tailored to fit the life you lead."

"We have developed our Law courses by spending time talking to practising legal professionals in the area to see what they would expect from a recently qualified graduate and we have incorporated their comments in devising our courses."

"My aim is to develop high quality intensive courses and produce graduates who have the practical skills, as well as the academic qualifications, which will give them an advantage when they enter the world of work."

The Law Department at Coventry University College will also have its own 'law court' that students can use to work on mock cases and act for the defence or the prosecution team. They will be assisted and observed by practising professionals in Coventry and beyond.

George Ellison added "Law is a subject that can be used in many professions. Even if you are in practice, there are still opportunities to learn and as part of our development, we are hoping to run CPD (Continuing Professional Development) courses for those in the legal profession."

John Dishman, Director and Chief Executive at Coventry University College, said: "We are delighted to have someone of George's calibre as our Head of Law. He is the ideal person to create and lead our Law courses as he knows what employers are looking for in graduates and so he will be giving them the benefit of his vast experience."

Coventry University College offers Foundation Year, HNC, HND and degree level courses in Legal Studies and Legal Studies and Management. **Professional CILEx (Chartered Institute of Legal Executives) courses are also available and these can be completed in one year.**

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For more information about how we can work with you visit
www.acuauk.com leadership@acuauk.com 024 7615 8283

Coventry University College

The impact of HE part-time study

The need to raise skill levels and increase the proportion of employees with high level skills has never been so great. The growth of employee development programmes over the past few years proves that in order to remain competitive, companies need to invest in their staff.

In 2011, a joint report on 'Employer Perspectives on Part-time Students in UK Higher Education' was drafted by the Higher Education Careers Services Unit (HECSU) and the Department for Business, Innovation and Skills (BIS).

According to this report, employers are largely supportive of part-time, HE study programmes for their staff because it not only improves overall performance of the company, but the workforce gain better job-related skills, productivity is increased and key staff are retained. An added bonus for employers supporting part-time education within the workforce is that it minimises absence from work, as individuals invest their own time to study.

Coventry University College offers a new concept in higher education that has been designed to fit around the individual and their working life. We want to work more closely with local employers to promote the benefits of part-time education to both them and their employees.

With a number of courses accredited by professional bodies, Coventry University College's programmes have been designed with the employer in mind and provide a more

flexible approach to Higher Education and professional learning for the workforce. By designing our courses to have the relevant professional body content this allows our students to gain both academic and professional qualifications, should they wish to do so. Our part-time study programmes require commitment – but the reward is being valued within the workplace which could lead to the prospect of better career progression opportunities.

Employers can also be reassured that the content of the course that their employee will be studying towards is relevant to the workplace – this is the case for both our academic and professional qualifications. All of our degree courses are also validated by Coventry University so you can also be assured that our courses content is of high quality.

Coventry University College is committed to working closely with employers to help them build a stronger workforce by providing a flexible approach to learning and in the long-term, helping to improve the UK economy by increasing the supply of highly-educated people with the types of skills that are widely sought by employers.

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Course listing

Whether you are an individual looking for a programme to help enhance your career or an organisation looking for training and development for your staff, at Coventry University College we offer a range of academic and professionally accredited programmes to study part-time.

All of the academic courses below will be delivered on a part-time basis and you can either choose to attend weekday mornings, evenings or on a Saturday.

All of the professional courses can be delivered as bespoke training programmes to meet your organisations needs.

Association of Accounting Technicians

AAT Level 2

AAT Level 3

AAT Level 4

The Chartered Institute of Legal Executives

Level 3 CILEx Professional Diploma in Law and Practice

Level 6 CILEx Professional Higher Diploma in Law and Practice

iLex L3 Professional Skills - Secretarial Course

iLex L6 Professional Skills - Secretarial Course

Level 6 Graduate Fast Track (3 x modules)

CILEx L6 - Single Subject Certificate

19 Course to choose from see website for more details

Chartered Management Institute

CMI Level 3 First Line Management - Award

CMI Level 3 First Line Management - Certificate

CMI Level 3 First Line Management - Diploma

CMI Level 5 Award in Management and Leadership

CMI Level 5 Certificate in Management and Leadership

CMI Level 5 Diploma in Management and Leadership

HP Accredited Technical Associate Programme (HP ATA)

HP ATA - Connected Devices

HP ATA - Networks

HP ATA - Servers and Storage

HP ATA - Cloud

The Institute of Sales & Marketing Management

ISMM Level 4 Sales and Marketing Management - Award

ISMM Level 4 Sales and Marketing Management - Certificate

ISMM Level 4 Sales and Marketing Management - Diploma

ISMM Level 6 Sales and Marketing Management - Award

ISMM Level 6 Sales and Marketing Management - Certificate

ISMM Level 6 Sales and Marketing Management - Diploma

Chartered Institute of Personnel and Development

CIPD Level 3 Award in Human Resource Development

CIPD Level 3 Certificate in Human Resource Development

CIPD Level 3 Diploma in Human Resource Development

CIPD Level 3 Award in Human Resource Management

CIPD Level 3 Certificate in Human Resource Management

CIPD Level 3 Diploma in Human Resource Management

The National Council for the Training of Journalists

NCTJ L3 Diploma in Journalism

Counselling & Psychotherapy Central Awarding Body

Level 2 Award in Introduction to Counselling Skills ICSKL2

Level 2 Certificate in Counselling Skills CSKL2

Level 3 Certificate in Counselling Studies CST - L3

Degree Courses

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Health and Social Care

Information Technology

Legal Studies

Management

Sales and Marketing

Science and Engineering

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Linking businesses and universities to drive skills for growth

**HOLLY
HARDISTY**
Policy Adviser,
Labour
Markets, CBI



AS THE economy recovers, it is a skilled and flexible workforce that will help secure business growth. Around one in three jobs requires a graduate level qualification, and the demand is rising. Without a steady supply of skilled individuals, private sector growth will falter.

With a new tuition fee regime in place and fears that it could discourage young people from higher education, employers are thinking innovatively about gaining a competitive edge in recruitment and securing the future talent pipeline. Business and universities have a long history of successful collaboration, particularly in areas like research and innovation. The sphere of student experience is not quite fresh ground for collaboration, but certainly holds a great deal of unexplored territory and opportunity for both business and universities. Competition between universities for student places and a requirement to publish employment outcomes are also driving new forms of collaboration.

The new models being pioneered are varied. At one end of the scale, firms are hiring at 18, supporting young people through their higher education and paying them a wage. For example, KPMG has partnered with Durham and Exeter universities to offer school leavers six-year training contracts that include an accountancy degree. But a diversity of routes could encompass any combination of these elements and others, including sandwich courses and internships.

Such schemes have clear advantages for those involved, not least of all widening the talent pool for firms and access to higher education. Financial support could be particularly attractive to those from lower income backgrounds. Courses can be tailored to the specific skills that employers need, including those all-important soft or 'employability' skills. For universities, this is not just a source of extra funding, but could help in the competition for student places and in improving employment outcomes.

Developing more of these routes will take time and effort from both sides. Patience and strong leadership is a must to overcome challenges like potential culture clashes or long lead-in times. Hiring young people at 18 has its own challenges – without adequate and timely careers advice and guidance, many young people are simply not in a position to make informed decisions about their career and all the options that are open to them.

Ultimately, these 'Learn While You Earn' models are an exciting and growing area for business-university collaboration. That's why we're working with CBI members over the coming months to develop a campaign to showcase, promote and make suggestions for proliferating these routes.

To some extent this is up to business and universities themselves, but there's a role here for government too, to create the right conditions in which these models can thrive. Only by working together can businesses, universities and government ensure that the UK has the right mix of skills for future growth.

Contact: holly.hardisty@cbi.org.uk

TAILORED LEARNING AND DEVELOPMENT

OVER THE next decade the UK will experience both the growth of new jobs and a repurposing of existing jobs. With over 20% of our 2020 workforce already in work the UK is facing a skills shortage that needs addressing now to secure the future of the UK's global competitiveness.

At Coventry University we are seeking to anticipate and respond to this challenge by providing relevant, flexible and high quality professional programmes.

Coventry University's learning and development programmes offer a unique blend of commercial training backed by academic rigour, geared around solving real and current business challenges. Our provision includes a diverse range of professional and short courses, encompassing an equally diverse portfolio of subjects led by industry demand. For example we have developed the UK's first and only Foundation Degree in Metrology, attended by both small businesses and global manufacturing companies.

From bite-sized workshops, to modules and tailored programmes, Coventry University provides solutions that offer a range of qualifications including awards issued by the Institute of Leadership and Management, Higher Education qualifications, as well as professional body qualifications such as the Chartered Management Institute. In addition we offer an accreditation service that enables businesses to accredit existing workforce training programmes.

Coventry University works with clients to help improve employees' working knowledge and skill-sets in line with their company's objectives. One such example is The Shanghai Automotive Industry Corporation (SAIC).

SAIC is one of the top 3 Chinese automotive manufacturers with multiple production facilities in China and branches in the US, Europe, Japan and Korea. Its global reach includes joint ventures with Volkswagen and General Motors.

SAIC Motor UK Technical Centre (SMTCC UK) approached Coventry University for specialist



support in developing their staff knowledge with regards to the development and implementation of low carbon vehicle technologies. Drawing upon our cutting edge research into low carbon vehicles, a bespoke course was created for SAIC's senior engineering staff. The course content was developed in close collaboration with SAIC and included a global insight into the low carbon vehicle agenda and SAIC's own programmes in China. The one day course was delivered at their Longbridge premises by the University's leading experts on low carbon vehicles, including Professor Peter White, Mike Dickison and industry-renowned expert Damian Harty.

The course received considerable praise for its technical insight and global overview. SAIC's staff are now far more aware of current and future developments in electric vehicle and hybrid

technologies and have a better appreciation of the advantages and disadvantages of various alternative technological approaches.

Our expertise encompasses a range of sectors, allowing us to custom design programmes for a variety of industries. By working closely with our clients our courses are infused with industry and company specific insight as well as cutting-edge knowledge from our relevant experts.



If you would like more information on how we might work with you please contact us: Email: cpdenquiries@coventry.ac.uk or Tel: +44 (0)24 7688 7798 www.coventry.ac.uk/cpd

College proud of beauty student's recent success

Burton and South Derbyshire College are proud to announce Beauty Therapy student, Naomi Radbourne has earned a place in Squad UK for the next international skills competition – WorldSkills Leipzig 2013.

WorldSkills is the biggest international skills competition in the world. Held every two years in one of its 61 member countries/regions, the competition sees around 1000 young people aged between 18 -23 from across the world come together to compete for medals in more than 40 different skills.

Naomi, 20, who is studying Level 3 Beauty Therapy to achieve a Diploma, started her competitive journey towards representing Squad UK when she won the Intermediate Beauty UK Skills competition in 2011. She then went on to achieve a Highly Commended medal at the UK finals at Cambridge College last year. At the Beauty UK 2012 competition that took place in June at Birmingham NEC, Naomi won first place in the Advanced Beauty UK Skills heat. After qualifying and becoming one of the six talented finalists, all competing to represent Squad UK, Naomi won her heat in the three-day selection event and was announced as a Squad UK finalist.

Naomi's tutor, Jackie Heaton commented on her success: "Naomi is an excellent example of a professional therapist who is currently employed within the beauty industry and will now undergo a specialist training programme supported by a dedicated Beauty Therapy Training Manager."

Commenting on her achievements Naomi said: "I am very proud to be a beauty therapy student at Burton and South Derbyshire College and feel privileged to have represented them in the WorldSkills Competitions. Jackie Heaton, my tutor has provided me with incredible support and guidance throughout the whole process, as have the beauty department for which I am very grateful.

My experience has been an amazing and completely unforgettable. Thanks to the experience and the additional training I received I gained



Naomi Radbourne carrying out a micro-dermabrasion treatment

employment at Simply the Spa and believe this has set me in good stead for a fantastic career within the beauty industry."

Naomi will be among the most talented apprentices, learners and employees during the WorldSkills Leipzig 2012 competition and Burton and South Derbyshire College wish her and Squad UK the very best of luck.

For more information on Hair and Beauty Courses and apprenticeships, please contact: Burton and South Derbyshire College on 01283 494400 or visit the website: www.bsdc.ac.uk

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VALUE OF APPRENTICESHIPS

Amey apprentice shines at college awards

THE CURRENT crop of young people entering the workplace are experiencing some of the most challenging conditions for generations. Set against a backdrop of double dip recession and rising University fees the statistics make for worrying reading.

More than 1 million 16-24 year olds are unemployed in the UK today. Nearly one in ten (8%) of 16-18 year olds are classed as 'not in education, employment or training', or NEETs. University applications were down 9% this year as students are put off by the prospect of being saddled with huge debts.

As employers, we have a role to play in making our industries accessible to new entrants into the workforce. Attracting, training and retaining bright young talent is important to any business, and the current economic climate should not divert us from doing so.

At EC Harris, maintaining the flow of new talent is critical to our business and we are committed to helping attract the best new workers. We have a well-established graduate development programme which has been in place for a number of years, but in response to the economic climate, we have introduced a number of new intake routes for young talent to complement the graduate scheme.

One of the routes that we are introducing this year is the Higher Apprenticeship.

Higher Apprenticeships were first introduced in 2009 in the Engineering and IT sectors, and are designed to meet employers' needs for higher level skills. A number of leading firms are offering them including BA, BAE Systems, and Rolls-Royce.

We have been working with Association of

MARTIN SILVESTER
Partner, EC Harris



Project Management to support the introduction of the Higher Apprenticeship in Project Management into our business starting in September. We will be working with a third party to provide structured training so that apprentices work towards their APM Level 4 Project Management qualification. They will also be supported with on-the-job learning as they develop their capabilities in the workplace.

We will be taking on eight to 10 higher apprentices across all of our disciplines this autumn. If the scheme is successful we plan expand the number of places offered year on year.

Opening up new entry routes such as this is enabling us to select from a much wider talent pool. It opens opportunities to talented individuals from a wider range of socio-economic groups, not just those who have been able to afford to attend university. In this way we hope to do our bit to not only strengthen our business, but also help to meet some of the challenges facing our young generation of workers.

www.echarris.com

A BIRMINGHAM highways apprentice, who was unemployed for nine months before he began his apprenticeship with Amey, is now celebrating after being named apprentice of the year by the college where he studies.

Anthony Johnson, 28, applied for the apprenticeship within the Birmingham Highways Maintenance and Management Service through the City Council's Future Jobs Fund, which aims to place long-term unemployed people in work.

And now, after his first 12 months of work and training, he has been honoured with Telford College's Apprentice of the Year award which recognises his commitment to his training and development.

Anthony has worked in a variety of areas across the highways department, including paving and tarmacking since he was put forward for the role as a result of his positive attitude to work. He also

spends one week a month at college.

John Sunderland, Amey Business Director said: "We are incredibly proud of Anthony and what he has achieved. His supervisors say that he is a joy to work with, hard-working and has a diligent and 'can-do' attitude."

Anthony, who is known as AJ, added: "I really enjoy coming to work and it has been great to get a permanent job where I can train at the same time, especially with a company like Amey where there are opportunities to develop and move forward. There weren't many opportunities out there and I'm really grateful to my mentor Mark from the Future Jobs Fund, who put me forward. "I never thought of myself as a classroom kind of guy but I'm also really enjoying going to college and learning new skills."

www.amey.co.uk



Anthony Johnson, named Apprentice of the Year by Telford College



Wesleyan hiring new apprentices

Clive Bridge, Chief Operating Officer of Manufacturing at Wesleyan Assurance Society, explains how the company is benefiting from hiring apprentices.

THIS AUTUMN, Wesleyan Assurance Society will be welcoming a new group of apprentices, launching them on the road to a career in financial services.

It will be our third intake of apprentices and I am delighted to say the scheme has been a big success, both with those taking part in the programme and the Society as a whole.

The scheme was initially developed with the National Skills Academy for Financial Services, with support from Birmingham Metropolitan College. Each apprentice has been studying towards an NVQ Level 2 in Business Administration or Providing Financial Services. I'm pleased to say that on completion of the programme, nearly all have now taken on permanent jobs with Wesleyan.

Wesleyan developed its apprenticeship scheme as a way of growing our own talent and boosting skills levels within the financial services sector. It's also an opportunity to give something back to the region, as youth unemployment is a particular problem in the West Midlands.

Apprenticeship schemes are also a good way of providing opportunities to those who may be unable to, or choose not to, go to university or higher education. Going to university is becoming increasingly expensive

Wesleyan Chief Executive Craig Errington (centre) with the new apprentices (l to r) Subhi Kenth, Omar Sadik, Georgia Logan, Jack Hughes, Luke Cohen, Dominic La Touche, Thomas Hogan, Sonia Nawaz, Marcus Clarke, Daniel Armstrong, Chanel Ebanks and Adam Potter

and this will no doubt put many people off, even though they may have the talent to succeed. We're also aware there are some people who may not be suited to an academic route but still have the potential to have a successful career in financial services.

What our apprenticeship scheme does is provide an alternative route into the profession and it's good to see that on all the occasions we have advertised positions, we have been inundated with applications.

With around 20 applications for every position, it is clear the idea of 'learning while earning' is attractive in the marketplace, and it means we have plenty of good quality applicants to choose from.

Those that we have recruited have proven to be a talented and ambitious group who are keen to make an impression at the company and do well. One of last year's intake, Dominic LaTouche, who currently works in the Customer Relationship Centre, said: "I've really enjoyed my first year and have gained a lot of knowledge about financial services so already feel as though my career is progressing well. Looking ahead, I'm planning on working towards becoming a student liaison manager and then a qualified financial consultant."

Wesleyan has a commitment to being an employer of choice. The apprenticeship initiative is part of a broader framework of development and career progression, which has been established for all levels in the organisation, including board level.

www.wesleyan.co.uk

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HE sector praise for University which means business

STAFFORDSHIRE UNIVERSITY has received national recognition for a package of measures aimed at boosting local economic growth.

Last year the University announced that it had won £4.8 million from the Higher Education Innovation Fund, effectively putting it at the heart of new job creation. Six months on, Staffordshire University is one of seven named universities to receive a commendation from the Higher Education Funding Council for England for the strategy which sits behind their successful bid.

The commendation recognised a number of business innovations, namely:

- The University's part in BIG which was set up to support local companies with tailored business innovation support.
- Work with the Commercial Edge Initiative to derive maximum benefit from its applied research activity.
- Setting up a panel to advise the University on its commercial activity.

The HEFCE-sponsored report 'Strengthening the Contribution of English Higher Education Institutions to the Innovation System: knowledge exchange and HEIF' was launched recently to show return on investment and highlight good practice.

The report separately commended BIG (Business, Innovation and Growth), a limited company made up of several partners including Staffordshire University, Keele University, Keele Science Park and the North Staffs Chamber of Commerce; which aims to directly support the aims of the Staffordshire and Stoke-on-Trent Local Enterprise Partnership.

Director of Enterprise and Commercial Development, Sandra Booth said: "The aim of BIG is to support high growth SMEs with a package of tailored business innovation support. This could be advice on international property, exporting, design - but is essentially about pooling resources to help local companies."

BIG has already won a tender from Stoke-on-Trent City council to provide support through the Innovation Voucher scheme to 17 local companies. And it is reaching out to companies through a series of events and via the business helpline which is hosted by North Staffordshire Chamber of Commerce on 0300 111 8002.

Staffordshire University was also recognised for its work with the Commercial Edge Initiative to commercialise its activities and to bring them to attention of big business. Sandra explained: "As a University, we have a plethora of innovative ideas and services which largely come from research and we'd like to get these out into industry. "The Commercial Edge Initiative is made up of highly experienced individuals who have come from commercial organisations and who will act as corporate technology transfer brokers. They will also advise us on the correct way to cost and price research so that we can derive more value and wealth creation and so that it can have global impact."

The HEFCE commendation also acknowledges the setting up of a Venture Advisory Panel to assist the University on its commercial activity, business plans and best routes to market. Sandra added: "Chaired by our governor David Gage, the panel is made up of friends of the University - local successful business people who can act as help to our new business start-ups and who are also available in an online environment to pitch to, to bounce ideas off and to get immediate feedback from. It's great that Staffordshire University's approach, through these projects, has been recognised at this level and subsequently in Parliament and we hope it will lead to more businesses wanting to work with us."

www.staffs.ac.uk

UNIQUE COURSE IS BOOSTING BUSINESS PERFORMANCE BY £1M

Managers operating across complex, multisite businesses have often felt isolated as far as relevant leadership training was concerned. However, a new programme of courses launched by Birmingham City University is the first to support multi-unit managers and Professor CHRIS EDGER reveals how it's revolutionising an important part of the economy - with performance improvements worth £1m per year:

THE SERVICE sector represents 75 per cent of UK economic GVA (gross value added) - with leisure, retail and service-based multi-site firms dominating this economic landscape.

Multi-unit organisations are geographically dispersed companies built up from standard units such as branches, sites, outlets, service centres, hotels, restaurants and stores which are aggregated into larger geographic groupings such as districts, regions and divisions. In the UK almost 60 per cent of all workplaces with at least 10 employees are classified as 'branches of multi-site organisations'.

Such a structural form is hampered by common managerial problems derived from the constraints of time, distance and space - and until recently managers had no specific academic course in the UK to specifically address these issues.

Following consultation with a number of business leaders and opinion formers, Birmingham City Business School, part of Birmingham City University, launched its pioneering Multi-Unit Leadership and Strategy (MULS) Programme in October 2009 with the objective of offering multi-unit businesses a course that improved the performance of its unit, multi-unit and support managers.

Since its launch the programme has attracted 10 major leisure, retail and service-based multi-unit clients, covering 32 entities such as: All Bar One, Brown's Bar and Brassiere, Blakemore, Booker, Blue Square, Crown Carveries, CJ Laing, Dudley Group Hospitals, Greene King Pub Partners, Graham Merchants, Grosvenor Casinos, Harvester Restaurants, Hungry Horse, Jewson, Mecca Bingo, Miller and Carter, Minster, Premium Country Dining Group, Sizzling Pubs, Spar Group, Toby Restaurants and 3663.

More than 160 unit managers have, or are in the process of completing, the postgraduate Certificate/Diploma in MULS. Over



FACTFILE: Mitchells and Butlers Case Study

The results from the first cohort of multi-unit managers from Mitchells and Butlers, who finished their DMS in April 2011, were impressive. Prior to the programme starting the original cohort of 23 candidates was benchmarked against a control group. Audited ROI to March 2011 was 538%, delivering a pub/restaurant performance improvement worth in excess of £1m to the business per year (performance of units managed by Birmingham City University learners generated 1.2% greater increase in turnover than non-learners; 4.6% versus 3.4%). Service scores among this cohort were also 4.4% higher than the control group.

100 multi-unit (area) managers and middle managers have, or are in the process of completing the Diploma/MSc.

The success of the course has been such that all 'in flight' clients have signed up for further programmes to start late 2012. The programme falls under the auspices of the University's own Academy of Multi-Unit Leadership.

• Chris Edger is a Professor of Multi-Unit Leadership - the only academic post of its kind in the UK. He has written 'Effective Multi-Unit Leadership - Local Leadership in Multi-Site Situations' (Gower, 2012). This book has been publicly endorsed, not least by Burberry, the UK's most successful international premium apparel multi-unit organisation. A second book 'International Multi-Unit Leadership - Effective Local Leaders in International Multi-Site Situations' has been commissioned by Gower and will out in November 2013.

www.bcu.ac.uk

BIMA appoints Freestyle in advisor role

FREESTYLE INTERACTIVE has joined up with The British Interactive Media Association (BIMA) with Freestyle's MD, Suzanne Linton, now appointed as BIMA's Advisor for the Midlands Region.

Suzanne joins BIMA's team of newly appointed regional Advisors who are specially selected to help support and promote the British digital industry, share knowledge and best practice and encourage the next generation of digital professionals.

BIMA Chair Justin Cooke, said: "The addition of Freestyle and Suzanne to our growing regional Advisor network will help to make a real difference to the scope and strength of the work BIMA can achieve throughout the UK. Selected because of their experience in running successful digital enterprises, our Advisors will be crucial for spreading the word about some of the great initiatives BIMA is undertaking."

Suzanne said: "It's an honour to be invited to work alongside some of the UK's most talented digital industry and agency leaders. BIMA is now well recognised as an important

trade body and it is a welcome opportunity to help promote the brilliance of the British digital industry and particularly as a rewarding career choice."

D-Day - a Digital Schools Initiative from BIMA

Plugging the digital skills gap and nurturing young digital talent is one of the cornerstones of BIMA's foundation. This is why BIMA has launched its 2012 BIMA D-Day - a digital industry schools initiative which is committed to partnering schools with the digital industry.

Suzanne added: "Being successful in digital requires a diverse mix of skills and as an industry we seek recruits with different educational backgrounds and interests. The BIMA D-Day sets out to inspire the digital talent of the future. It will enable young people to learn about the digital industry by involving the students in a digital project via the BIMA D-Day challenge."

www.freestyleinteractive.co.uk





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Birmingham University to open secondary school and sixth form

THE UNIVERSITY of Birmingham is delighted that the Government has approved its pioneering plans to found the University of Birmingham School and Sixth Form. This initiative enables the University to extend its excellent academic education to 11-18 year olds in Birmingham and continue to provide outstanding teacher training to the next generation of inspiring teachers. This will be the UK's first University Training school outside London and one of the first university proposals approved by the Department for Education.

The new University of Birmingham School and Sixth Form school will be a free, mixed ability, co-educational state school for students aged 11-16, plus sixth formers. Although it will be located close to the University's main campus in (south Birmingham/Edgbaston/Selly Oak) it will take in students from across the city, helping to meet the anticipated shortfall in secondary school places across Birmingham and to play an important part in continuing to raise the quality of secondary education across the city. The city council expects that more than 2000 new, Year 7, places will be needed by 2020, including in the central and southern areas of the city.

The school will be a leading centre for teacher training and will work closely with the University's Education department driving forward world-class research in teaching and school improvement. It will work in partnership with other schools and networks to support high-quality education across Birmingham, nationally and internationally. All teaching staff will be expected to have or be working towards a Masters level qualification, and students will benefit from a better than average staff-to-student ratio. The University currently educates 350 new teachers a year and its teacher training provision has been rated as

"outstanding" by Ofsted.

Professor Edward Peck, Pro-Vice-Chancellor and Head of the College of Social Sciences at the University of Birmingham, said, "We were overwhelmed by the response from parents to our initial proposals. They clearly recognised the need for more, free, non-selective, high-quality, academically-focused education in the city. Our ambition is to enable young people from across the Birmingham region, whatever their background, to reach their maximum potential. As well as providing an academically excellent educational experience for pupils, irrespective of ability, we will also have a significant focus on citizenship, ensuring that our pupils develop a keen sense of their role in and responsibility to society."

There will be no entrance exams for admission to Year 7 and students will be admitted without consideration of religion, ability, disability, or social or financial background. Students with special educational needs (SEN) will benefit from the University's expertise in SEN education. Students will study a broad range of academic rather than vocational subjects, including three sciences and a modern language at GCSE in most instances, in order to prepare them for selective universities.

Professor David Eastwood, Vice-Chancellor of the University of Birmingham, added, "This is a very significant time in the University's history and ensures that we extend our commitment to our founder Joseph Chamberlain's vision of establishing a 'great school of universal instruction' in Birmingham. This exciting initiative



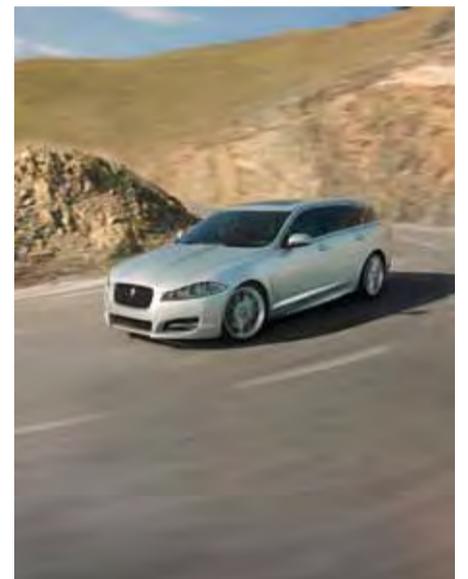
will not only enable us to share our values and have a positive impact on students from across Birmingham from as young as 11, it will also ensure that we develop the next generation of inspiring teachers for our region and the country."

Education Secretary Michael Gove said: "Free Schools are driving up standards across the country. Now more and more groups are taking advantage of the freedoms we've offered to create wonderful new schools."

The school aims to open in September 2014, taking 150 pupils into Year 7 and 140 rising to 200 into the sixth form.

Please visit www.birmingham.ac.uk/university-school for further information.

OVER 1,100 NEW JOBS CREATED BY JLR



Jaguar's XF Sportbrake

MORE THAN 1,100 new jobs are to be created at Jaguar as the car-maker gears up for its biggest expansion programme yet. The new jobs are to support an ambitious product offensive by Jaguar Land Rover after the firm pledged to produce 40 new models over the next five years.

A host of new jaguars are set to be built in Birmingham, the first being Jaguar XF Sportbrake, which goes into production later this year. The Sportbrake will be the first Jaguar estate car since the X-Type, which remains the only estate car the company has yet produced. It was built at the firm's Halewood plant between 2008 and 2009.

Other models set to be produced at Castle Bromwich are the revised 2013 model year XF and XJ ranges featuring new engines and transmissions. The launch of the new models would also support thousands of jobs in the UK supply chain.

Dr Ralf Speth, Jaguar Land Rover's CEO said "Innovation in design, engineering and technology is at the core of our business and for the UK, this means we will continue to invest in new products, develop new technologies and enhance the skills of our employees".

"The launch of our latest Jaguar models, including the new XF Sportbrake later this year, means it is a very exciting time for Jaguar. These new models will attract new customers to the brand as we look to expand our global reach and further enhance our position in the market."

Welcoming the new jobs, Des Thurlby, HR Director at JLR said: "We have embarked on the most ambitious recruitment campaign in the company's history, hiring 8,000 people in the last two years. We provide high quality training and development for all of our employees so this latest announcement for 1,100 jobs is great news for the West Midlands and the UK supply chain."

www.Jaguarlandrover.com

HARPER ADAMS UNIVERSITY

SCORES HIGH

SHROPSHIRE'S HARPER Adams University College has just been revealed as one of the top higher education institutions in the UK for graduate employment.

A massive 98.3 per cent of Harper Adams students graduating from full-time first degrees in 2011 moved into work or further study after six months, the Higher Education Statistics Agency (HESA) revealed. This rate was beaten only by two smaller, niche higher education institutions, the Institute of Education (100 per cent) and the School of Pharmacy (99 per cent).

The Harper Adams score exceeded the 93.2 per cent benchmark set out by HEFCE for the University College. The figures are derived from the Destination of Leavers from Higher Education Survey. Nationally, 9.7 per cent of graduates from all courses were unemployed six months after completing their studies last year.

Commenting on the result, Principal Dr David Llewellyn said: "This is a strong indication of the performance of Harper Adams graduates, given that 96.5 per cent of them responded to the survey - the highest response rate out of more than 150 institutions included in the HESA data.

"It is a testament to the effective learning 'community' that we create that so many of our graduates feel a sufficient connection to the University College to take part in the survey. We are delighted that they are doing so well. Our performance is also the result of our close relationship with industry where students have the opportunity to take a placement year. This is greatly valued by both students and employers."

Harper Adams students all complete a year in industry, employed in a role related to their studies. The University College has strong links with more than 500 placement employers and last autumn 120 of them visited the campus to meet and share placement and employment opportunities with the students.

Furthermore, many of the University College's Development Trust scholarships offer a guaranteed work placement as well as financial



Students at the last Placement Fair

assistance.

Harper Adams delivers higher education and research for a sustainable food chain and rural economy. Graduates can be found in a range of positions, including in agriculture, land management, animal health, engineering and food marketing.

www.harper-adams.ac.uk



Programmes developed with industry, for industry

visit www.coventry.ac.uk/cpd or call 024 7688 7798 for more information

Skills shortages and industry growth: 'up-skilling' for individuals and companies

DESPITE THE recession the UK still has one of the world's major manufacturing industries. However, research by Semta has revealed the industry will need to recruit 82,000 scientists, engineers and technologists across the UK by 2016 to maintain growth and reduce the impact of skills lost through retirements. But it's not only new recruits; there is a huge need to up-skill the existing workforce, with an estimated 350,000 currently qualified below world-class standards.

A proven approach to addressing this problem is for educational institutions and industry to work together and one example is the Engineering Doctorate (EngD), introduced in 1992 as an alternative to a PhD and now delivered by over 40 UK universities. Promoted by the Engineering and Physical Sciences Research Council (EPSRC), students conduct PhD-equivalent research and undertake taught business and technical courses whilst working closely with an industrial sponsor on solving real manufacturing challenges. Companies are able to harness pioneering research and mentor young engineers and entrepreneurs, either from within their existing company talent pool or by recruiting via the university. Successful candidates are awarded the degree of Doctor of Engineering (EngD).

WMG, at the University of Warwick, has taken this one step further and now offers the 'EngD International' through its International Doctorate Centre for High Value, Low Environmental Impact Manufacturing. The EPSRC-

backed Centre combines the academic and industrial expertise of the original programme but gives it a new dimension with international placements and the ability to gain an MSc in Innovation and Entrepreneurship in addition to the EngD. Students on the challenging four-year programme will emerge as manufacturing leaders with the skills to compete on the global stage and in turn, their sponsoring companies will reap the rewards of a partnership driven by WMG's world-class research teams and access to cutting edge facilities and professional networks.

WMG graduate Dr Ian Riggs said: "The EngD was something I could line up with my day job without stepping out of the business. Also a traditional PhD is just one piece of work; the advantage of the EngD was that it was flexible enough to allow me to carry out a series of smaller projects within a portfolio and gain a qualification even while things were changing in the industry".

WMG's Centre is already working with companies such as Superform, Jaguar Land Rover, PTC and the IMechE. New potential partners are invited to submit research projects while individuals may apply directly for available projects, or via their employers if they are Centre partners.

For more information on the International Doctorate Centre at WMG please visit www.go.warwick.ac.uk/wmgdoctorate or contact the Research Degrees Administrator on 024 765 24357.



Visitors at the launch of the WMG International Doctorate Centre



RELATIONSHIPS HUGELY IMPORTANT

THE RELATIONSHIP between higher education and businesses is hugely important to the country's economy, with universities shaping the next generation of community and business leaders before they hone their skills in the world of work as well as delivering valuable industry research across a variety of subject areas.

It is surprising therefore that business and university engagement has only moved up the political agenda relatively recently, with growing numbers of degree courses actively now including work placements designed to give students a better understanding of the working world, helping them stand out in a crowded jobs market and deliver the skills employers need.

Of course, while many careers require subject specific skills, this is not the only value that higher education provides. By providing a formative environment in which students are exposed to a wide variety of influences, universities also help students develop a broader, deeper understanding of their subject, appreciating the wider context and how their skills can be applied to identify and develop new opportunities.

At Newman University College, we have a long track record of working with employers across the private, public and voluntary sectors; both providing students with practical experience in their chosen fields and supporting organisations to develop their own staff by providing bespoke

training courses and access to specialist expertise.

The recent introduction of part-time undergraduate degrees also provides a new alternative for employees looking to develop their skills while continuing to work, applying knowledge in the workplace as they learn.

General work placements form part of every undergraduate degree at Newman, while research-based work placements are also offered as an option for final-year students, encouraging them to apply subject knowledge to a work-based challenge that benefits both their own learning and the host organisation's performance.

These placements have proved particularly successful over recent years, with many students going on to secure permanent jobs with their host organisation following graduation.

While high-profile partnerships between universities and big-name manufacturers often grab the headlines, the impact of working with universities is often more significant for smaller organisations and crosses industry sectors.

Work placements, knowledge transfer partnerships and other collaborations all thrive on the quality of the relationship at the heart of the programme, and it's natural that this grows stronger and deeper with the passage of time. To this end, Newman has recently created the new role of employer engagement co-ordinator to build on existing employer relationships and develop new offers to meet changing business needs.

For more information on how your business could benefit by working with Newman staff, students and graduates, contact Kevin Griffiths, employment engagement co-ordinator on 0121 476 1181 x 2313 or 07808 768884. For more information on our range of full and part-time degree courses, visit www.newman.ac.uk



Newman's entrance and library building

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BROMSGROVE SCHOOL
FOUNDED 1553

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Prep School entry into Years 3, 4 & 5: Saturday, October 13th
Sixth Form: Saturday, November 10th

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www.southandcity.com

UNIVERSITY OF
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Tel: +44 (0)121 414 3898 Email: businesssteam@bham.ac.uk

BIOSCIENCE VENTURES LTD IS COMMERCIALISING IP FROM THE UOB

ABINGDON HEALTH Ltd, a specialist medical diagnostics company, and the University of Birmingham announce that they have each committed £1 million of investment into their joint venture, Biosciences Ventures Limited, which is commercialising the intellectual property generated at the University in the field of medical diagnostics.

Bioscience Ventures, which was launched in November 2010, is developing and marketing new diagnostics tools for conditions where there is currently an unmet medical need, focussing on therapeutic areas such as oncology and genetic diseases. It is also commercialising a proprietary platform technology with many potential applications including the detection of infectious diseases, drug testing and in veterinary medicine.

The funds will be used to invest in new opportunities within the University as well as accelerate the development of Bioscience Venture's existing companies including Serascience Ltd, which is developing point-of-care (near-patient) devices for the management of myeloma and related conditions, and Alta Bioscience Ltd which is expanding its speciality chemical synthesis and analysis services.

Chris Hand, CEO of Abingdon Health, said: "This investment demonstrates both Abingdon's and the University's commitment

to Bioscience Ventures and our confidence in its ability to create added value from this intellectual property. Through combining the University's world-class expertise and intellectual property with Abingdon's strong track record of commercialisation, we are creating a new range of products that address the growing demand for faster, simpler and more accurate diagnostic tools. This is investment by the University of Birmingham is unusual in that it is investing directly in its own IP in this way rather than via a technology transfer partner. We are in a strong position to take a share of the US\$11.2bn global immunodiagnostics market."

Professor David Eastwood, Vice-Chancellor of the University of Birmingham, said: "Bioscience Ventures is one of the innovative ways in which the University engages with business to transform our IP into benefits for the economy and society. Our partnership with Abingdon Health is proving to be highly effective and I am delighted to announce this further investment to take the pioneering products of Bioscience Ventures to market".

Bioscience Ventures combines the research and clinical capabilities of the University with the commercial management expertise of Abingdon Health, for effective exploitation of University IP and fast track product development.

Aston University and Higgs to transform legal services

AWARD-WINNING law firm, Higgs & Sons, is now partway through a two-year partnership with Aston Business School working on an ERDF funded Knowledge Transfer Partnership (KTP) research project. Law firms are widely perceived to be slow to change and embrace modern operational practices. So this project will transform Higgs into a role model by delivering both an optimum price for legal services and building greater client loyalty.

Dr Ben Clegg of Aston Business School is the academic supervisor on the project. Ben said of the KTP: "Aston Business School is delighted to work with the Higgs team on this project, which allows us to show that theory can work in practice to help organisations prosper at times of change and uncertainty."

Higgs' director of finance and project champion, Glyn Morris said: "This is an extremely exciting project for Higgs and we are hoping to uncover insights that will change the way every lawyer thinks about price and service."

KTP Associate and project manager, Krishna Balthu, an MBA graduate with experience in technology consulting and academic research, said of the project: "We will create a platform for Higgs' objective to offer added value services to its clients for an optimum price."

Knowledge Transfer Partnership programmes aim to help businesses and organisations to improve their competitiveness and productivity through the better use of knowledge, technology and skills that reside within the UK knowledge base. Aston University is world renowned for excellence in applied business research and this KTP is jointly funded by ERDF and the Technology Strategy Board.

Higgs boasts an impressive array of clients including high profile families and individuals in the West Midlands and beyond and high quality businesses that include household PLC names.

To find out more about Higgs:
www.higgsandsons.co.uk

To find out how your business can benefit from working with Aston University:
www1.aston.ac.uk/business

To find out about more about KTP:
www.ktponline.org.uk



Higgs and Aston University transforming legal services

Professor Mark Drayson, University of Birmingham and Dr Chris Hand, Abingdon Health with a new point-of-care testing kit being developed by Serascience Ltd




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Birmingham

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SHAPING TODAY THOSE WHO WILL SHAPE TOMORROW

At Aston Business School we have an established reputation for providing ground-breaking research and inspirational learning, which is both valued by, and valuable to, industry. We pride ourselves on our innovative approach, which seeks to develop creative wisdom that enhances individual and organisational knowledge, understanding and vision.

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TAYLOR'S EXPORT GROWTH CONTINUES

FOLLOWING THE implementation of an export lead growth strategy, Taylor a leading UK based manufacturer is expecting its turnover to rise to more than £26 million in the next 12 months after securing funding support from Lloyds TSB Commercial Finance. Our business which was established in 1962 designs, manufactures and supplies steel waste and recycling containers to corporate clients including Veolia and Biffa, as well as 80 per cent of the UK's local authorities.

Taylor, has an annual turnover of £23 million and employs more than 160 local workers. In addition to holding a market leading UK position, Taylor now also exports its products worldwide to markets such as Africa, South East Asia and the Middle East, where extensive infrastructure build is creating high demand for quality waste containers.

Back in October 2011, equity investors led by Sullivan Capital Partners and Oakfield Capital acquired Taylor from ECI Partners and this change in ownership coupled with my appointment as CEO led to a new phase of significant development for the business. As a result of our export growth strategy, Taylor has recently secured several new international contracts and to support the resultant uplift in productivity and working capital required, the company has negotiated with Lloyds TSB Commercial Finance the provision of a £2m facility necessary to accelerate Taylor's ambitious plans to grow its global business.

Despite difficult economic times, the UK waste industry has remained resilient throughout the downturn and our move into new international markets over the past two years has further

DAVID WILLIAMS
Chief Executive,
Egbert H. Taylor
& Co. Ltd



allowed us to generate substantial growth opportunities for the business. Over many years, we have established a strong relationship with the bank, and this has been achieved through a track record of strong trading performance, prudent financial management and of course, ensuring an open and communicative relationship is maintained. Not only will the funding from Lloyds TSB Commercial Finance help the business expand its immediate export programme, it is also vital as we continue to cement our position as one of the world's leading suppliers of steel waste containers.

At a time when UK banks are regularly on the receiving end of daily bad press, it makes for a nice change to learn that a UK manufacturer such as Taylor was able to secure such strong backing from Lloyds TSB Commercial Finance. Obviously, the Taylor Board was delighted that Lloyds TSB were so supportive of our expansion plans and that they demonstrated great flexibility working with our structure.

www.taylorbins.co.uk

Commenting about the facility, James Scarborough, director of business development at Lloyds TSB Commercial Finance, said: "Taylor operates in an industry in which there is growing demand for quality, resilient disposal units, particularly in the Middle East where the vast construction work demands rigorous waste disposal facilities. The firm recognised this opportunity to markedly expand its business, and approached us for a funding facility that will prove invaluable when working with overseas firms that operate on different payment terms to UK companies."

Diverco – successfully selling companies for 45 years

DIVERCO IS an independent and probably the longest established company brokers within the SME sector operating nationwide, with successful experience going back to the late sixties.

Diverco is represented throughout the UK and Ireland by a network of offices and senior regional Directors who have a wealth of experience both in company sales and, in many cases, from having successfully run and sold their own businesses. There is no substitute for 'hands on' assistance when it is time to plan a sale of the business. These specialists support clients at every stage, attending and leading meetings. Through our extensive knowledge and data bases we confidentially approach potentially interested parties, progress the interest and subsequently arrange visits by prospective purchasers. We liaise closely with accountants and legal advisors. We avoid contacting those companies and individuals which the vendor does not want to be approached.

Acting for vendor clients in the disposal of their companies is Diverco's primary business, independent from any other conflicting activities or hidden agendas, which can interfere with the best interests of the client.

In the majority of sales the purchaser is unknown to the vendor prior to our introduction.

The Regional Directors assist the client through the whole process of due diligence procedures,

warranties and legal matters that need to be discussed and actioned. Then there is the question of payment and tax considerations which must also be addressed. Diverco would expect to be closely involved in all these aspects, working closely with the company's auditors and solicitors and always the prospective purchaser.

Few sales are simple and all have their individual elements, but with the right, fully independent broker on the clients side from the start, with no vested interests or hidden agendas, it can be concluded without drama and to the lasting satisfaction, freeing the client and their money to enjoy retirement, spend more time with the family - or even to buy another business!

We do also act for a few companies on a discrete basis to seek and confidentially approach companies for them to acquire. We certainly retain a historic list of companies and buy in teams by interested sectors who are looking to acquire.

Should you wish to arrange a confidential consultation with regard to the sale of a business or register any acquisition requirements please contact us at Diverco on 01905 23383 – email m+a@diverco.co.uk web www.diverco.co.uk – Head office: 4 Bank Street Worcester WR1 2EW



Taylor bins in the Bullring, Birmingham

Celebrating half a century of warmth

THIS MONTH marks the golden anniversary of leading heating manufacturer of domestic heating and hot water technologies, Worcester, Bosch Group. With it comes the celebration of 50 years of manufacturing excellence here in the Midlands.

Worcester Engineering, as the manufacturer was first called when it was founded in 1962, was the brainchild of local engineer, Cecil Duckworth. Starting out, Worcester Engineering's Firefly oil boiler range soon established the manufacturer as a leading supplier of oil-fired heating equipment, meeting the burgeoning heating needs of British homes at that time.

Despite the economic and industrial challenges of the 1970's, Worcester Engineering continued to expand and following an increased demand for gas-fired appliances pioneered the first combination boiler – a revolutionary technology that now accounts for over 70% of new domestic boilers installed in the UK every year.

In 1987 Worcester Engineering was renamed 'Worcester Heat Systems' and construction started on Worcester's first Technical Training Centre. At this point, the organisation's phenomenal growth saw it move in 1990 from a 30,000 sq ft factory in Worcester called the 'Old Vinegar Works' to an 11 acre site to the north of the city of Worcester, which is where it is still based to this day.

Without a doubt, the 1990's was a landmark

decade for Worcester. As well as beginning to operate fully from its new headquarters, the company also became part of the global Bosch Group, which operates in over 60 countries worldwide. Bosch was built on a guarantee of excellence, which remains one of Worcester's key values today.

Over the last decade, Worcester's product portfolio has been enhanced by its commitment to sustainability and the introduction of a number of renewable technologies, including its Greenskies solar thermal heating systems, Greenstore ground source heat pumps and Greensource air source heat pumps, all of which convert energy from natural sources into heating and hot water for the home. Continued development of its now award-winning Greenstar range of boilers, only recently led to the range being given a Which? Best Buy award.

Research, development and training is at the forefront of the manufacturer's ethos today and in the last couple of years the manufacturer has invested £2 million in a brand new R&D area whilst also developing its training offering to open a £1.5 million Training and Assessment Academy to ensure all visitors are fully equipped to meet the challenges of today and beyond.

www.worcester-bosch.co.uk



Worcester Bosch Group's Headquarters

Attracting and nurturing talent

RECRUITMENT AND skills development is something that requires an ongoing, proactive approach for any company. Attracting new and innovative talent is the life-blood of any organisation in the 21st Century and ensuring this is nurtured and developed in the right way will pay dividends for future success and prosperity. Here Keith Parker (right), marketing director for Morgan Ceramics, looks at taking a proactive approach to attracting the best of the UK's up and coming young professionals.



When it comes to sourcing the right people, targeting universities offering relevant courses provides one of the best routes. In the case of Morgan Ceramics, we have found it beneficial to work with universities offering materials science or related engineering degrees by attending their dedicated careers fairs. These include Cambridge, Manchester, Liverpool and Loughborough to name but a few, where we undertake in-depth presentations aimed at students who have a specific interest in our sector.

Key to this approach includes involving many of our most senior people at these events. For example, the CEO of the Morgan Ceramics Division and members of his executive team have all attended fairs to meet and talk with the students. This creates a real personal touch that enables graduates to engage directly with senior personnel and we have found this to be a real differentiator for us as it communicates we are serious about attracting them to come and be a part of our business.

Apprenticeships provide an excellent route to bringing in the right level of talent to an organisation and many of our sites have invested in the introduction of apprentice schemes. For example, three young people at our Rugby facility have commenced the four year Advanced Apprenticeship in Engineering programme, with two of them aiming for the NVQ Level 3 in mechanical manufacturing engineering (CNC machining) and the third going for NVQ Level 3 in maintenance engineering. Another of our apprentices has completed a Foundation Degree in mechanical engineering and has now taken up the role of manufacturing engineer.

On an international level, the majority of our knowledge and expertise resides in the UK, Europe and North America and we constantly strive to find innovative ways of sharing this with our teams and facilities in the dynamic regions of Asia and South America. An example of this would be the benchmarking of manufacturing processes and approach to recruitment. Seeking local graduates who have studied and qualified in the west and then relocated back to their homes in countries such as China and India is a good method of expertise transfer. Additionally, secondments give our personnel the opportunity to spend time in other countries and to experience different cultures, while working within the same organisation.

Every company has its own individual needs when it comes recruiting the talent they need to be successful. Our experience is that by attracting the best people at the outset and on-going investment in their development will deliver the level of excellence we need within our teams.

Morgan Thermal Ceramics is a business within the Morgan Ceramics Division of The Morgan Crucible Company plc.

www.morganceramics.com

G4S SETTING THE STANDARDS IN CLEANING

After the successful roll out of BICSc accredited training, G4S is now delivering nationally accredited training to its cleaning staff.

BICSc (British Institute for Cleaning Sciences) is the largest independent educational body for the cleaning industry. It provides accreditation and training courses to enable cleaning professionals to formally train, assess and sign off front line cleaning staff to nationally recognised standards.

The 3-month programme involved employees from across G4S Integrated Services contract sites. Kerry Stephenson, Cleaning Supervisor in Leicester, described her experience: "My manager recommended me to go for the training. It was very daunting for me at first because I've never been a very confident person, but I told myself to bite the bullet and go for it".

The course challenged Kerry to try new things like standing in front of a group and giving a presentation. "It had a knock on effect personally as well as professionally in terms of my confidence levels" she said, and she puts that down to the support of the trainers, her manager Simon Griffiths, and G4S as a whole.

Simon says that not only has the training brought real visible benefits to his contract, it has also been a fantastic opportunity for cleaning operatives like Kerry to develop their skills: "I'm really proud of her. Her confidence really developed and even after week one she was coming to me with new ideas."

Enjoying her new responsibilities as an accredited BICSc assessor, Kerry added: "This is a great new opportunity for me. It's a chance for me to work with cleaning staff across our sites to develop their skills and help them get certified to BICSc, and should act as an incentive to keep cleaning standards high."

Simon is keen that all cleaning operatives should be working towards obtaining this certification to further improve what G4S offer the client. G4S Head of Cleaning Lorraine Davis said: "G4S are committed to providing cleaners with a recognised and respected qualification in cleaning. We know that investing in BICSc training for our staff brings a multitude of benefits



g4s cleaning staff

to the company - Cleaning Operatives recognise they are a valued part of G4S's workforce, they are happier and more motivated, and our clients benefit from the assurance that trained staff are delivering best practice in health & safety and cleaning methodology. All of this leads to a happier, more productive workforce, and an improved, more reliable and consistent cleaning service to the client."

G4S has also rolled out the training course at Liverpool Women's Hospital, where it provides cleaning, catering and portering services. Lesley Skelton, Training and Compliance Manager for G4S echoed Simon, adding that the experience

had been very positive for her team: "As a result of the training we are now taking a more structured approach to competency checks across the site. A consistency of approach is vital and having undergone this training we expect to see some fantastic long-term benefits that will increase of the quality of service provided".

G4S staff were trained over a 3 month period from January 2012, and took modules in the BICSc Common Professional Skills Suite, Train the Trainer skills, and the BICSc Assessor qualification.

www.g4s.com

Imagineering returns to Ricoh arena

SOME OF the region's major manufacturers and engineering organisations have already signed up to take part in the Imagineering Fair when it returns again to the Jaguar Exhibition Hall at the Ricoh Arena, Coventry on 20-21 October. The event is designed to inspire young people with opportunities to experience modern technology at first-hand and, through fun activity, hopefully encourage them to become the much-needed engineers of the future.

Sponsored by Jaguar Land Rover, the Fair will be packed with challenges and scores of exciting, fun hands-on engineering activities for youngsters laid on by well-known organisations including Jaguar Land Rover, National Grid, JCB, Delcam, Aero Engine Controls and the Army. There will be everything from robotics, pneumatics and IT to mechanical and electrical challenges, aviation and automotive engineering as well as the gravity-defying Land Rover Experience. Youngsters will be able to see and learn about the mind-blowing technology behind our everyday lives that they may never have seen before. Most of the action is under cover so there is plenty to occupy youngsters for hours, whatever the weather, and tickets are valid for both days.

For more information on admission times; tickets; discounts:
<http://www.imagineering.org.uk>
For bookings: <http://www.theticketfactory.com/>

Imagineering
Jaguar Exhibition Hall
RICOH ARENA
Coventry
Imagineering
Fair 2012
Inspiring Engineers of the Future
Saturday 20th – Sunday 21st October

Get up close with
engineering and technology
in a fun-filled
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The Imagineering Foundation gratefully acknowledges the generosity of all its supporters, including:



Information and for links to booking
www.imagineering.org.uk
www.ricoharena.com
<http://www.theticketfactory.com/>
or call: 0844 338 8000
Great value tickets allow entry for both days!



Valpak Regional Forums 2012

Join us at one of our free regional events to keep up-to-date with ever changing environmental legislation.



Free International Compliance seminars on offer from Valpak

VALPAK, A dependable provider of environmental solutions to UK organisations, is helping businesses to comply with Producer Responsibility legislation overseas and has launched a series of free International Compliance Seminars to help businesses to determine whether or not they have obligations abroad.

A number of countries across the globe have implemented various pieces of environmental legislation, including producer responsibility laws for packaging waste, waste electrical and electronic equipment (WEEE) and waste batteries. If a business exports or has an operation or a presence overseas it could be affected by these laws.

Many businesses are not aware, for example, that they could potentially have packaging compliance obligations in France, that they're affected by plastic carrier bag levies in Hong Kong or that they are required to comply with the WEEE Regulations in The Netherlands. The list is huge!

If your business is affected, you will need to register with the relevant scheme and authority and submit data within set time frames. You may also be required to comply with other environmental legislation.

If your business fails to meet overseas legal obligations it could face penalties of varying severity. Non-compliance is costly and could damage your business's reputation.

Duncan Simpson, Valpak Director of Sales & Marketing, said: "Many UK based manufacturers and retailers, both large and small, are looking to expand their business operations overseas, and are looking into export markets. At the same time, consumers are increasingly becoming global buyers as they are using the internet to purchase goods. Consequently, more businesses are finding that their products are arriving and ultimately ending their lives overseas."

Most businesses are aware of the UK regulations that are in place which cover waste, the movement of waste and producer responsibility for packaging, waste electronics and batteries. However, some businesses may not know that similar legislation exists in many other countries. Therefore, it is important that businesses that export or have a presence in other countries should find out what regulations exist, if they are affected and if so what they need to do to ensure that they're compliant overseas."

Making sure that your business is compliant with overseas environmental laws can be time consuming and complex. If you think that your business may have obligations why not attend one of Valpak's free International Compliance Seminars to find out more about what you need to do? **You can book your place online at: www.valpak.co.uk/InternationalComplianceSeminars**

Valpak can help you to comply with all environmental legislation and can provide a tailored service to meet your business's specific requirements. You can outsource all of your UK and overseas WEEE, batteries and packaging compliance obligations by signing up to Valpak's International Compliance Service today! Call 08450 682 572, email info@valpak.co.uk or visit www.valpak.co.uk/international



www.valpak.co.uk

CO-OPERATIVE ENERGY – ONE YEAR ON

IT HAS been an eventful 12 months since Co-operative Energy launched last year as the UK's first and only customer-owned energy supplier.

Part of The Midcounties Co-operative, one of the largest co-operative businesses in the UK and owned by over 300,000 members, Co-operative Energy is a national business, supplying gas and electricity to customers across England, Scotland and Wales. It is the only energy supplier wholly owned by its customers, who are rewarded twice a year with a share of profits.

Co-operative Energy controls its own product and pricing and strategy and is the only high street retailer with an Ofgem licence to supply energy to domestic customers. It is committed to providing ethical energy with an easy to understand tariff and a commitment to fair practice.

Co-operative Energy is also helping to tackle climate change by supporting renewable energy. The supplier pledged that, by April 2012, the carbon content of its electricity would be less than half the national average. This target was achieved handsomely in the first year of operation, thanks to 100% of its electricity having been sourced from renewable energy generators in that year.

Since launching in May 2011, Co-operative Energy has grown from a handful of trial customers to supplying one in five hundred households. Some of that growth is down to its success in the UK's first large-scale collective buying scheme, the Big Switch, where Co-operative Energy competed against other energy suppliers to win all three tariff categories – variable rate, fixed rate online and fixed rate offline. More than 26,000 new customers were signed up in June 2012, doubling its size to 52,000 customers.

Co-operative Energy's Nigel Mason said: "26,000 customers switching to us is a big boost. It gives us more buying power when negotiating on wholesale energy markets and so keeps costs down for consumers. The more people who join us, the greater clout we have to get consumers a better deal."

Fairness for the forgotten rural communities

THE GOVERNMENT wants to get the economy moving and it sees housing construction and a dynamic housing market as a key engine of that growth. However, the sector is being hampered by a residue of carbon reduction related legislation which threatens to stop any possible growth in its tracks and it gets even worse for Britain's rural economy and businesses.

As a result Calor Gas Ltd has brought together a consortium of rural interest groups and organisations who are jointly calling for greater fairness to be granted to rural



Mandy Holford, Nigel Mason and Ben Reid OBE, Chief Executive, MidCounties Co-operative, show their delight at Co-operative Energy scooping the Positive Change Award at this year's Which? Awards

"Collective buying is at the heart of the co-operative business model. It is a very powerful way for consumers to harness their combined buying power and get a better deal. We want the principle of collective buying to become part of everyday life for consumers."

In May of this year, Co-operative Energy members voted to pay a 1.5 pence dividend to its customers, generating a payout totalling £105K or around 1.5% of their annual bill. That's one of two dividend payouts Co-operative Energy customers receive every year as shareholders.

Nigel Mason explained: "The profit share is at the heart of the co-operative movement – we're owned by our customers so when we do well, everyone shares in the profit. There are no greedy investors helping themselves to the profits. We are all in this together, working hard

to control the amount people have to spend on energy to light and heat their homes.

"It really has been a landmark first year in business for Co-operative Energy. We've celebrated our first birthday and put up a sustained challenge to the Big Six energy providers, we've exceeded all the industry expectations and now have over 52,000 customers after winning all three categories in the Which? Big Switch auction. We've also won a handful of prestigious consumer awards and now we're returning money back to customers in a healthy profit share that bucks the market trend. It's proof that Co-operative Energy is working for customers and changing the face of the energy industry as a whole."

www.cooperativeenergy.coop

businesses and communities in the shaping of Government energy and housing policy.

The group consists of the Countryside Alliance, Action with Communities in Rural England (ACRE), the Federation of Master Builders (FMB) and the Rural Services Network, and aims to engage with Government to ensure that current and proposed legislation is suitably 'rural proofed' so that the needs of those who live and work in rural areas are treated with the same equality as those who live in urban areas.

Housing construction will play a critical role in the UK's economic recovery, however the FMB confirm that SME rural house-builders are in sharp decline and face build costs for developments of three houses or fewer which are up to 70% higher than for general estate housing. Yet proposed revisions to the Building Regulations are calling for Zero Carbon homes by 2016 – four years ahead of the European deadline. Rural builders are ill-equipped to take on the extra costs associated with meeting this target, which could add over £16,000 per unit to the cost of rural new build. House building

is likely to be depressed further in rural areas as a result.

The countryside is also largely missing out on Government incentives intended to assist the uptake of energy-efficient or renewable technologies, such as the Renewable Heat Incentive and Feed-In-Tariffs, and potentially the Government's Green Deal scheme, due to come into effect in Autumn 2012. Such incentives are limited to homes that meet minimum EPC levels, however under current EPC design properties located off the gas grid automatically receive a worse EPC rating than the same home in a mains-gas area. As a result it is much harder – if not economically impossible – for rural owners to benefit from supposedly universal measures and incentives.

This bias against the countryside must be corrected, and Calor and its partners are working proactively with Government to ensure that the balance is redressed, and that fairness is achieved for the all too easily forgotten rural businesses and communities.

www.calor.co.uk



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Concentric celebrates millionth Alfdex oil mist separator

CONCENTRIC IS celebrating the production of the millionth Alfdex centrifugal separator, which removes oil droplets from the exhaust gas of diesel engines.

Since production started in 2004, Alfdex has made a major contribution to the environment by enabling trucks, buses and off-road vehicles worldwide to meet ever stricter emission policies. Alfdex, which is a 50/50 joint venture between Alfa Laval and Concentric AB, uses centrifugal separator technology to remove oil droplets and soot particles from the engine's vent gas and return them to the sump.

The latest generation Alfdex separator is significantly more efficient than earlier models and can handle a greater proportion of the ventilation gas in diesel engine crankcases and

exhaust pipes. An extra benefit is that it reduces oil consumption with no external discharge. The design is 99% efficient in normal driving conditions and requires no maintenance or servicing throughout engine life of 20,000 hours or 600,000 miles.

The strong, global movement towards more efficient use of energy resources and the legislation that ensues is a driver for the sales success for Alfdex. The trend towards increased energy efficiency is closely linked to the need to reduce society's impact on the environment and, particularly, to reduce emissions of CO₂ (carbon dioxide) and other gases.

There is already a wide variety of legislation at regional and national level aimed at reducing emissions from transport and machinery. North

America, Japan and South Korea already have set limits for the oil content in crankcase gases. In Europe the legislation is called Euro-6 and will come into force in 2014, regulating vehicle emissions and other conditions.

David Woolley, President and CEO of Concentric AB commented: "The success of Alfdex demonstrates how stricter emission regulations offer increasing opportunities for the Concentric/Alfa Laval solution. We recently signed an exclusive supplier agreement with one of the world's largest producers of heavy trucks. The agreement to supply Alfdex oil mist separators is valid until 2017 and has a total estimated value of at least SEK 500 million."



An Alfdex oil mist separator, product of a joint venture between Concentric AB and Alfa Laval

www.concentricab.com

GREEN OR GROWTH IS A "FALSE CHOICE"

NEW CBI research shows that the UK has the ability to become a global front-runner in low carbon products and services, which could be adding £20 billion extra in annual GDP by 2015. But the Government needs to take the right action to grasp this potential and avoid damaging the competitiveness of key industries.

Speaking at the launch of CBI's report "The colour of growth: maximising the potential of green business", John Cridland, CBI Director-General said: "The so-called "choice" between going green or going for growth is a false one. We are increasingly hearing that politicians are for one or the other, when in reality, with the right policies in place, green business will be a major pillar of our future growth. "With something like a third of all our growth accounted for by green business last year, the UK could be a global front-runner in the shift to low-carbon. In the search for growth, we're digging for goldmines – and one of them is green. Get our energy and climate change policies right, and we can add £20bn extra to our economy and knock £0.8bn off the trade gap, all within the lifetime of this Parliament."

The value of green growth

The UK grew its share of the £3.3 trillion global green market by 2.3% in real terms in 2010/11, reaching £122 billion and accounting for around 8% of GDP, and CBI analysis suggests that green business may have accounted for over a third of all UK growth in 2011/12.

Across every sector and region, green business activity now employs around 940,000 people in the UK, with two thirds of these jobs located outside London and the South East. Green goods and services are also a strong contributor to UK trade, and the biggest links are to fast-growing economies like China, which buys 7% of UK green exports. By the end of this Parliament the contribution from green business could potentially cut the UK's trade deficit by half.

Investing in a balanced mix of low-carbon energy sources should also help to ensure the UK's long-term energy security and affordability by reducing exposure to global energy price rises and fluctuations.

John Cridland continued: "The UK has made a great start tapping into green economic opportunities but mixed signals from the Government are setting the UK back. If we can't be sure that the policies of today will still be the policies of tomorrow, we simply won't build business and consumer confidence or secure the investment we need.

"We must cut green tape and pay attention to competitiveness. There is no need to create losers in the low-carbon transition, but at the moment we are endangering our energy-intensive businesses. If we don't take a smarter policy approach, not only will we miss out on growth opportunities, we could also undermine the very industries that should be at the heart of our low-carbon economy."

The CBI's report warns that the Government's current approach

risks the UK missing out on reaching its potential. A green business slowdown could cost the UK £400m in net exports in 2014/15, and poor policy choices could further undermine sectors which are crucial to any low-carbon transition, such as energy-intensive industries.

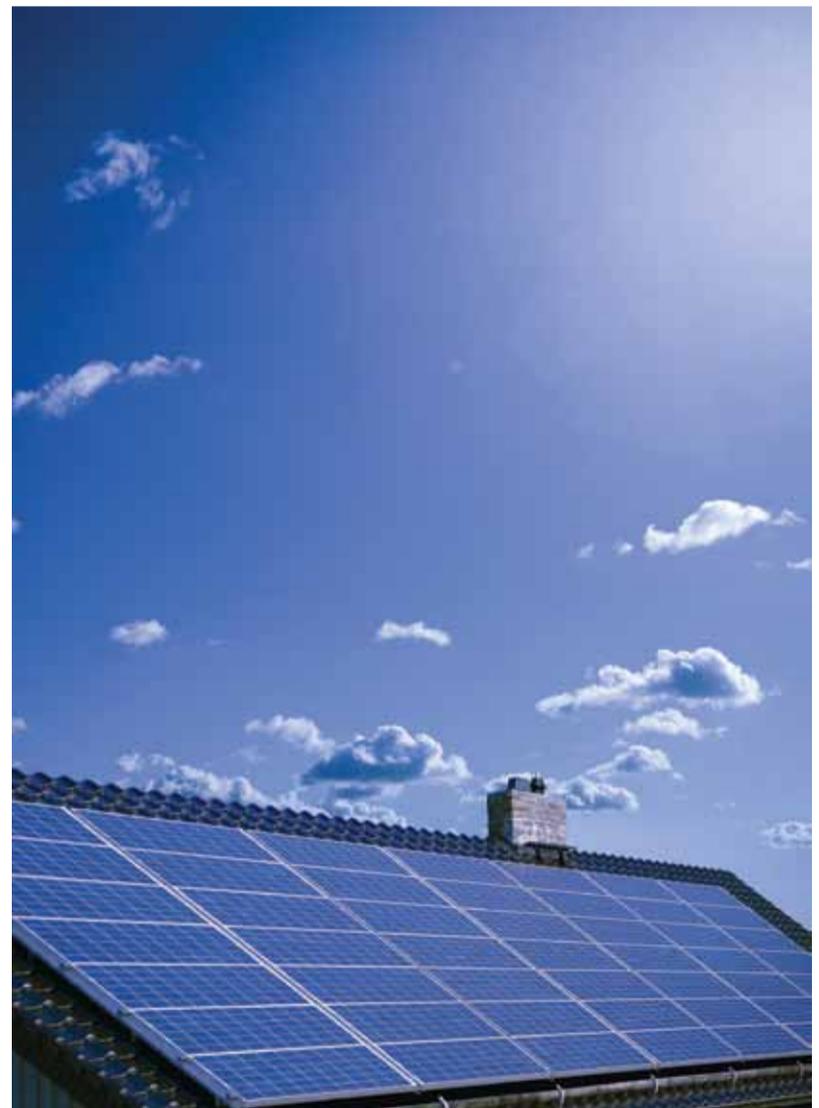
The CBI is calling for strong political leadership and a more coherent, strategic policy framework that focuses on building confidence, reducing complexity, and strengthening competitiveness.

The CBI wants the Government to build green business into any future industrial strategy. It is calling for a new approach and attitude from government which is more strategic about identifying UK strengths and maximising value from low-carbon supply chains in order to ensure sustainable growth over the longer-term.

Mr Cridland added: "Good green policy has to be good industrial policy too. We should work out where we can be world leaders, and focus on building our competitiveness and getting into those supply chains. There is a role for the Government to directly leverage investment in priority areas. The Green Investment Bank is a great idea, and we should get it borrowing as soon as public finances allow. But it's not the only show in town, and green investments should also be good candidates for Treasury tools, such as credit enhancement."

The CBI's 10 recommendations to Government on green business are:

- 1. The UK must maintain its ambition:** Ensure that the ambition of the 4th Carbon Budget is maintained, if underpinned by a smart policy framework which follows the recommendations of this report, and matched with consistent messaging from all parts of government.
- 2. Play a strong role in Europe and internationally:** Be at the forefront of shaping the future of the EU Emissions Trading Scheme and global climate negotiations.
- 3. Establish clear and stable market frameworks:** Ensure that market signals – particularly within the reformed electricity market – have stability and longevity, with any adjustments made in a pre-defined way.
- 4. Stimulate new consumer markets:** Work collaboratively with business to ensure the right mix of incentives and regulation, together with clear and consistent information, are in place to drive demand in emerging markets such as the Green Deal.
- 5. Cut "green tape":** Reduce complexity in the existing low-carbon policy landscape, including immediate action on the Carbon Reduction Commitment, and take a more strategic approach when developing future policies.



- 6. Reflect the value of all sectors in the economy:** Develop a long-term strategy for Energy-Intensive Industries, including the further rollout of realistic sector-specific decarbonisation roadmaps, which will enable them to play their part in the low-carbon transition.
- 7. Build upon the UK's strengths:** Play a more proactive role in aligning policy and investment with existing UK strengths, and promoting these abroad.
- 8. Capture greater value from green investments:** Identify strategic opportunities to develop domestic capabilities through targeted interventions and longer-term technology road-mapping.
- 9. Facilitate the flow of finance:** The Green Investment Bank should have the power to raise funds from the capital markets as soon as is fiscally possible. Priority projects should also be eligible for direct government intervention in the short-term.
- 10. Develop our "intellectual infrastructure":** Continue to support the UK's strong innovation ecosystem, and address strategic skills shortages.

Whoooooosh.

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IS A PROPERTY STRATEGY NECESSARY IN SMALL TO MEDIUM ENTERPRISES?

Robin Worthington FRICS was Group Property Director of Cadbury until its acquisition by Kraft in 2010. He is now a Consultant and Interim Manager, having undertaken assignments at Morrisons Supermarkets, Jaguar Land Rover and the GAME Group. Robin is a Member and past Chair of the CBI Property Group, a Member of the Mentoring Panel of IDDAS, and was recently appointed Technical Lead on the development of a Corporate Real Estate Accreditation Scheme for the RICS.

YOU MAY have lost interest in this article already. Eyes generally gaze over at the first suggestion of anything to do with property, and particularly if it's associated with that awful word 'strategy'. So I risk simultaneously boring you and damaging my reputation by combining the two. But I will take that risk, as I have something very simple to say that I know will save you time, money and angst.

Contrary to popular myth, a strategy is not an objective or a goal, but the method you choose to deliver an objective or a goal. As a property man, I have very little to say in shaping your commercial goals, but lots to say on how to deliver those goals. I might therefore say a goal is undeliverable for a good property reason, or that it is deliverable but at a property-related risk. Shell became famous for its mantra of 'Decide on your destination. Plot the route. Manage the journey.' It applies as equally to smaller companies as it does to large ones.

Clearly property - space - is a necessary investment for the majority of businesses. (Even virtual organisations operate from somewhere.) The path is well-trodden on basics such as size, shape, location, length of lease. But two short anecdotes may help you go beyond that level of thinking:

- In reviewing the performance of their sorting offices, and in addition to pure property costs, a postal company recently measured how many mail rounds could be supported per 100 sq.ms of floorspace. The figure varied enormously, with the key physical factors turning out to be parking, unloading capacity and physical proximity to both bulk deliveries and the rounds themselves.

- At Cadbury, I introduced a policy of owning 'core' manufacturing sites (e.g. Bournville) and leasing everything else, the logic being that ownership gave maximum continuity and freedom for core operations and minimum cash tied up overall. I dined out on that for several years until the Property Director of another large organisation told me his policy was the exact reverse. His logic was (i) if it were indeed a core site, he would willing sign up to a very long lease, freeing up capital to invest in the business and (ii) ownership of non-core properties gave relative freedom to exit when deemed appropriate. We were of course both right - me from the perspective of a cash-rich manufacturer, and him from the perspective of a cash-strapped service organisation.

I'm often asked if I support sale and

leasebacks. My response is now pretty much standard - a sale and leaseback is a process not an objective, and how can one be for or against a process? More constructively, the principle itself is not the issue - it's about what you do with the money. If the sale is to raise cash to invest in the business and show a higher return (after rent) than does the property itself, then I'm in favour. However, if it is to raise cash to e.g. prop up a failing business, then I'm not - quite the reverse, as it will only make matters worse by increasing debts and decreasing flexibility.

In short, and as ever, there is no one answer. As that wonderful writer Scott Peck said - 'There is always a greater truth, and it normally comes from context'. Or as the equally wonderful Steven Covey said - 'Start with the end in mind and begin at the beginning'.

Attempting to join up beginnings, endings and context, here's one final anecdote. In seeking to create an agenda for property within Cadbury, I landed on what I termed '7Cs' - Cash Generation, Cost Reduction, CapEx Avoidance, Continuity, Compliance, Corporate Responsibility and Customer Satisfaction. In seeking to apply them recently to a client in the health care industry, I found they were equally valid, but *in a different order of priority* - compliance (perhaps



unsurprisingly for health care) being at the top of the list. Try it with your own organisation, see how many of these tests apply, and then see how your property agenda supports or doesn't support your business priorities.

For more information contact
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and on 07974 374 023

Chiltern on track with service improvements

THIS YEAR has been an eventful one for Chiltern Railways so far. In March, we celebrated the halfway point in our unique 20 year franchise. Since the commencement of the franchise in 2002, we have invested approximately £600 million to improve our Mainline service and are proud of the fact that we are the fastest growing franchise in the UK.

Furthermore, our ongoing investment plan will see an additional £130 million invested to create a new route between Oxford and London Marylebone, the first new line to a major line in 100 years, opening in 2014.

Innovation

We launched the first of our new style silver trains featuring power operated sliding plug doors. To meet the needs of the modern day passenger we have revolutionised the Mk III coach, which was originally built in the early 1970s. This includes the installation of new power operated doors to ensure the company gets all the benefits of the Mk III coach design but with the door performance benefits of our more modern trains.

We have made the vestibule area larger to improve access for those with luggage whilst also helping to speed up joining and leaving the train. In addition, we also improved lighting to make the train feel more spacious and installed controlled emission toilets. These changes have all helped to enhance the passenger experience.

Work continues to take place to deliver three more trains in 2012 and we are currently considering opportunities for growing the fleet further.

Station satisfaction continues to rise

Our improvements also span the stations and car parks along our routes. In June, passengers rated Chiltern Railways as the top operator in the country for overall satisfaction with the stations, with 88 per cent of passengers 'satisfied' or 'very satisfied' with the standard of the stations. This was according to findings of the National Passenger Survey (NPS). We also ranked in the top six for overall customer satisfaction with 90 per cent of passengers satisfied with the level of service.

In recent years, Solihull station has become increasingly popular with faster services to London Marylebone from just 1 hr 22 minutes. Since the launch of Mainline, Solihull has grown by 53% year on year. To help meet the current and future demand, we have announced work on a new £2 million multi-storey car park which will create much needed added spaces.



Malcolm Holmes, General Manager Mainline at Chiltern Railways said: "We are delighted that Solihull station and our Mainline services are such a hit with passengers. The opening of the car park deck and the additional 163 spaces ensures that we have capacity for those travelling at peak and off peak times."

These improvements have all been made to ensure our passengers have the best quality travel experience possible. With comfortable, spacious carriages and mod cons such as free Wi-Fi, our passengers can sit back and spend their time as they wish - in work or simple relaxation. Furthermore, with Britons spending more time working than their European counterparts and more than four million full-time employees working more than 48 hours per week, it is good to know that rail travel can play a part in restoring work/life balance and reduce stress.



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go.warwick.ac.uk/wmgptmasters

Addressing the skills gap in your workforce



The UK remains one of the world's major players in manufacturing and, despite the current economic climate, the manufacturing industry contributes £140bn a year to the UK economy and over half of all UK exports. However in order to maintain this position there is an urgent need to secure the future of manufacturing through skills development, this according to Semta, the government sector skills council for Science, Engineering and Manufacturing Technologies.

One of the greatest strengths a company has is its staff. Employers can drive a business forward but it is vital that staff have the skills and knowledge, and confidence in their abilities, to enable a business to truly prosper. With technology constantly developing it is important that companies keep pace with what is happening in their market and have the skills to make the most of the opportunities.

Executive education must also respond to the changing needs of business if it is to produce future leaders who have both the knowledge and capability to understand their market, think laterally and innovatively, lead change and manage new and challenging environments.

WMG's Professional and Executive Programmes offer workers in industry the chance to improve their education and skillset through a range of programmes, providing the latest in both theory and practical knowledge whilst remaining in full-time employment.

An academic department of the University of Warwick, WMG's approach is about adding real value and benefits to a company through its people and it's a method that works, as recent graduate Gary Howarth, a Facilitation Specialist at BAE Systems, can attest. "This has been one of the best training programmes I have been on, offering a great learning experience, networking opportunities and helping me to progress within my company". Gary enrolled on a part-time MSc in Engineering Business Management on the recommendation of his line manager, who had been involved in the early days of establishing the course at WMG.

It is this involvement which makes the WMG programmes so unique; they are all designed, developed and delivered in partnership with engineering, manufacturing and technology-led companies, for the benefit of both employer and employee. Over

the past 30 years WMG has helped more than 500 companies with their staff education and management programmes. This has led to an expertise and ability to deliver courses that are relevant to the needs of any forward-thinking company that wants to change how they do things, bring in new techniques or extend capabilities. Indeed, it has been so successful that WMG was awarded the Queen's Anniversary Prize for Higher and Further Education in 2009.

Whilst an MSc remains the most popular route in part-time executive education, WMG recognises that pressures of time and money can sometimes mean individuals and companies are unwilling to make such a commitment at the outset. This is why all MSc modules are available as standalone short courses to allow employees to brush up on skills for their own personal development or understand areas of business which may be unfamiliar to them, returning to their company with a fresh eye and new ideas. These can then be built up towards a formal qualification, for example a Postgraduate Award, right up to a full Master of Science (MSc) degree.

Gareth Jenkins, ERIP Manufacturing Track Leader at Cummins, graduated with his MSc in Engineering Business Management in January this year and explained that "the work-based learning was far and away the most worthwhile thing. Being able to learn new tools and techniques and go back almost straight away and apply them to the business is invaluable".

With a number of programmes accredited by professional membership bodies, providing the ability to build towards chartered status, as well as the opportunity for companies to work directly with WMG to customise programmes for their business, WMG has created an invaluable service for any forward thinking company and its employees.

WMG and Jaguar Land Rover partner in the Government's Semta Advanced Skills Accreditation Scheme (ASAS)

The Advanced Skills Accreditation Scheme (ASAS), which was formally launched in June by Dr Vince Cable MP, Secretary of State for Business, offers engineers the chance to develop skills in specific, key technologies which have been identified as critical for driving growth and productivity within UK supply chain companies.

This programme, led by Semta, the sector skills council for Science, Engineering and Manufacturing Technologies, is supported through the Government's Growth and Innovation Fund with a £1m boost from the UK Commission for Employment and Skills. The funding means the Scheme can be opened to companies of all sizes within the UK.

The new Scheme is based on a successful programme developed by Jaguar Land Rover (JLR) in conjunction with WMG and a number of leading UK universities. WMG will be managing the coordination of relationships between employers and educational establishments while an Employer Board, featuring representatives of leading technology companies and chaired by JLR, will oversee the quality and delivery of the overall scheme.

JLR Executive Director Mike Wright said: "JLR has already begun the largest advanced engineering skills programme in the UK, to help us to deliver our low carbon vehicles of the future. We are planning for more than half of our 6,000 engineers to take part in the programme. If UK companies are going to be able to compete successfully in the future, we need to raise the skill levels throughout the supply chain and UK manufacturing as a whole."

Professor Lord Bhattacharyya, Chairman of WMG commented: "We are extremely pleased to be continuing our relationship with JLR, by developing this new scheme that all UK companies can take part in. UK manufacturing is going to benefit from having many more highly trained engineers, who will help to reinvigorate the industry and improve the skills base".

The Scheme offers more than 50 modules covering advanced skills and technologies such as hybrid technology, sustainable powertrain, automotive electronics and lightweight materials which will be delivered through collaboration with a network of leading universities, including WMG at the University of Warwick, chosen for their research expertise in a given topic. The unique model of the scheme means individual Master's level modules can be accessed as and when required, unlike standard Master's level training which requires registration onto a complete, multi-module programme. Each module is individually accredited, giving standalone value.

The Scheme is fully endorsed by the Royal Academy of Engineering, the Institution of Mechanical Engineers and the Institution of Engineering and Technology and is expected to attract engineers from over 2,000 companies in England who will undertake 5,000 Master's degree module places over the next two years.

To find out more please visit www.semta.org.uk/employers/asas

For more information visit: go.warwick.ac.uk/wmgptmasters/cbi

Professional and Executive Part-Time Programmes

WMG has built strong links with industry and forged close strategic partnerships with key industrial bodies and government institutions. The Professional and Executive Part-time Programmes have been developed in partnership with engineering, manufacturing and technology companies and are regularly reviewed to ensure they continue to meet the highest standards and provide the latest knowledge and techniques.

With a number of pathways available, start dates throughout the year and an 'all inclusive' package including tuition, accommodation and meals during modules there is something for everyone.

Engineering Business Management

"Manage and lead technology based organisations"

Why Enrol?

The Engineering Business Management stream focuses on the key 'value adding' activities for business:

- Marketing
- Product Process Development
- Operations
- Logistics and Supply Chain Management
- Exploitation of Competitive Technology

You will gain a broad understanding of the processes and technologies used by engineering businesses and the analytical tools to improve both internal and external operations.

You will develop skills for the research, analysis and evaluation of complex business problems and gain a methodical approach to problem solving and decision making.

This course is IET accredited and can also lead to membership of the Chartered Institute of Purchasing and Supply.

Core Modules

- Financial Analysis and Control Systems (for all award levels)

Elective Modules

To study for a Postgraduate Award you must complete a further two modules, with at least one being in the area of Operations and Technology.

To achieve a Master's degree you must select at least one Business module and at least five Operations/Technology modules to make a total of ten.

Examples might include:

- Leading Change
- International Joint Ventures
- Strategic Marketing
- Advanced Materials and Processes
- Innovation
- Logistics and Operations Management
- Lean Principles and Application
- Product Design and Development Management



"WMG provides a safe, enthusiastic and challenging learning environment with fantastic lecturing staff and industry professionals. Combine this with students from a range of backgrounds and each module is set for compelling insights, debates and learning far greater than I ever expected!"

"My trainee scheme at Rolls-Royce is aligned with the WMG MSc

programme and we try to match modules to our current work attachment. This is a fantastic opportunity to be involved with one of the country's 'top' universities. The module content goes hand-in-hand with the skills we require within the workplace on a daily-basis, providing a firm understanding of the theoretical principles that can then be practically applied to provide business benefit.

WMG provides a safe, enthusiastic and challenging learning environment with fantastic lecturing staff and industry professionals. Combine this with students from a range of backgrounds and each module is set for compelling insights, debates and learning far greater than I ever expected!

The questions posed have made me think differently about aspects of my company and have made me more inquisitive, not only about that subject area but also my own capabilities and how they can be maximised through my learning development at Warwick."

Amie Proud
Assembly and Manufacturing Leadership Development Scheme Trainee, Rolls-Royce

Supply Chain and Logistics Management

"Become a change agent and leader for effective supply chains in technology based organisations"

Why Enrol?

This stream is designed to further develop the skills of those working in logistics, purchasing and supply chain in manufacturing based enterprises, as well as supporting service organisations.

It will provide you with an understanding of markets, product and process development and financial management to ensure reliable, cost-effective and high quality supply.

This course is an IET accredited programme and can also lead to membership of the Chartered Institute of Purchasing and Supply.

Core Modules

For a Postgraduate Award you must complete three, for an MSc they must all be successfully completed.

- Supply Chain Management
- Logistics and Operations Management

- Procurement and Inventory Management
- Financial Analysis and Control Systems

Elective Modules

To complete a Master's degree you will need to select a further two Business modules and any four others.

Examples might include:

- Globalisation and Outsourcing
- Service Design and Delivery
- Storage and Warehousing Techniques
- Business and Operations Design
- Manufacturing Process Technology



"The diversity of participants and interaction amongst professionals from a wide spectrum of industries is something I will cherish for a long time."

"I decided to embark on the MSc programme to develop my skills and gain an industrially recognised Master's Degree that will help my company and also help enhance my career prospects. I chose

WMG because I wanted to study at the highest level, in a university with a proven track record and excellent links with multinational companies across a wide range of industries.

I felt that WMG at the University of Warwick was the best environment to achieve my MSc, given the vast array of modules and the flexibility of the programme, as well as its top ranked status and position as a targeted university by top employers.

The diversity of participants and interaction amongst professionals from a wide spectrum of industries is something I will cherish for a long time. It has given me an appreciation and understanding of life outside of the construction industry, combined with the broad range of cultures represented, in a trusting and patient environment allowing for great benchmarking opportunities."

Asim Shabir
Project Planner at Laing O'Rourke



Programme and Project Management

"Successful project management in a multi-project business environment"

Why Enrol?

Our Programme and Project Management stream will enable you to operate effectively in a multi-project/programme business environment.

You will learn the methodologies, tools and principles for successful and profitable project management and to optimise business performance

Recent years have seen increased emphasis on optimising business performance by focusing on key business processes. Project Management is based on the philosophy of subdividing business activities into discrete parcels, giving considerable benefits to organisations that adopt its methods.

Core Modules

For a Postgraduate Award you must complete Project Planning, Management and Control, and any two others. For an MSc all must be successfully completed.

- Project Planning, Management and Control
- Managing the Multi-Project/Programme Environment
- Leading Change
- People in Organisations
- Financial Analysis and Control Systems
- International Joint Ventures

Elective Modules

For a Master's degree you can select a further four modules from any category.

Examples might include:

- Programme and Project Strategy
- Quality Management and Techniques
- Achieving Personal Excellence
- Innovation
- Operations Strategy for Industry



"This programme ticks all the boxes that I expected from postgraduate study in manufacturing."

"I chose a Postgraduate Award after doing thorough research. WMG programmes are designed to create individuals with skills to transform organisations. Emphasis is always on real time challenges faced by industries and how best to approach them. This is vital for continuous

improvement, which is a great force to drive businesses forward in this competitive world.

It is a great experience to study at WMG as it gives you an opportunity to meet professionals from various industrial sectors. Apart from sharing ideas and improving team working skills, you learn how others are dealing with similar challenges faced by their organisations.

This programme ticks all the boxes that I expected from postgraduate study in manufacturing and I have now converted my credits to study for a Master's degree."

Kudakwashe Nyakupinda
Multi-Skilled Maintenance Engineer, Vion Food Group UK

Service Management and Design

"For leaders and managers in service-based industries"

Why Enrol?

This stream will enable managers and business leaders to take a 'systems' view of services in relation to their product, considering its design, development, delivery, maintenance and eventual replacement, and including people and technology to ensure outcomes are achieved.

With the nature of the economic system changing rapidly, boundaries are increasingly shifting with greater interconnectivity and interactions. This results in the emergence of a complex system of connected entities of physical goods, people, communities and organisations for greater individualised fulfilment of needs. This in turn evolves into value-creating service systems, where entities render their competency i.e. service, within the system to co-create value and achieve outcomes for the entities themselves as well as for collaborative systemic outcomes.

Many businesses have been driven to reinvent themselves to meet global challenges as they change their business model for commercial advantage. This transition requires strong leadership that blends multidisciplinary expertise.

Learn the systems and techniques used to manage service industries and the creation of value in the business across suppliers within the industry and within industry processes.

Core Modules

For a Postgraduate Award you must complete Service Design and Delivery and any two others. For an MSc all must be successfully completed

- Service Design and Delivery
- Service Support Technologies
- Financial Analysis and Control Systems

Elective Modules

To complete an MSc you will need to select a further seven modules to make a total of ten.

Examples might include:

- Business and Operations Design
- Global Business Environment
- Lean Principles and Application
- Reputation Management and Sales

Mark Bailey
Director - Services Function,
Rolls-Royce

"Against a backdrop of significant growth in customer numbers, service expectations and the quantity and variety of installed equipment, strong professional development for our people plays a key part in delivering industry leading services, which are tailored to our customer's needs. The MSc will allow our experienced Rolls-Royce Services employees to put their knowledge into a broader, academic context and apply their new learning back into the workplace."

Peter Ward
IBM Client and Technical Advisor Programme Manager
for North East Europe

"It is essential that we drive improved effectiveness, efficiency and sustainability in the delivery of services. There is an urgent need for people who can apply a unique combination of skills, knowledge and experience to this emerging field, people who can coordinate global resources of all kinds in the delivery of services, who can identify and deliver a continuous stream of innovation in service systems in a repeatable and scientific way."



Instil Professionalism Across the Supply Chain

WMG, at the University of Warwick, has long been offering 'bespoke' programmes for companies alongside a wide range of open part-time courses.

"We specialise in creating programmes suited to your business and have partnered with many global companies to deliver bespoke educational solutions. We can help you develop your staff into confident individuals, contributing to significant improvements and of valuable benefit to your business" explains Dr Stuart Barnes, Director of Professional and Executive Programmes at WMG.

A little known fact is that one of these bespoke programmes is now open to new companies with challenging and complex supply processes who wish to see real business benefits.

The WMG Supply Professionalism Programme (SPP) aims to instil professionalism across the supply chain and is the major educational platform for supply managers from companies like AstraZeneca, Fuji DB, PZ Cussons and Syngenta. "The SPP is a vital part of AstraZeneca's strategy, equipping participants with the key competencies required to engage with the complex

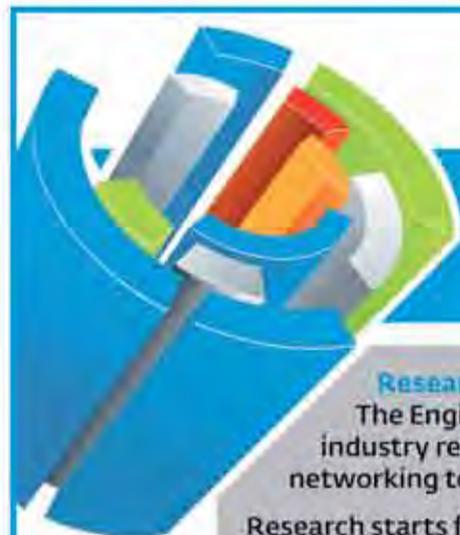
and dynamic business world" enthused David Smith, Executive Vice President Operations, AstraZeneca. "I don't know of any other companies that are involved in a programme of this quality in terms of what it teaches our staff" stated Kevin Williams, Head of Global Asset Management, Syngenta.

With the original partner companies recognising the benefits of opening the programme to a wider network, WMG was able to welcome the first participants from WL Gore and Diageo. Further engagement with new companies is a high priority.

The programme's key pillars are managing Strategy, People, Operations, Supply, Compliance, Performance Control and Product Life Cycle; giving participants the tools to enable them to create an environment within which innovation can flourish. Mark Peacock, Head of Global Operations for Syngenta identified two major benefits of the programme; "Firstly we get a group of people who can help develop supply chains for a fast growing group, and secondly we can see the growth in the individual and the personal development of the participants."

The SPP is fully integrated with companies' capability development strategies and has so far delivered significant business and personal benefits to more than 350 individuals. Participants come to WMG from all over the globe and the programmes' resulting multicultural nature, along with the ever increasing diversity of the participating companies involved, provides a rich experience for all participants.

For more information visit: go.warwick.ac.uk/wmgptmasters/spp



International Doctorate Centre High Value, Low Environmental Impact Manufacturing

Research Entrepreneur

The Engineering Doctorate (International) is a four year programme that combines industry relevant research, taught courses, group projects, international visits and networking to enable graduate researchers to excel as industry entrepreneurs.

Research starts from day one and with the close involvement of a sponsoring company Research Entrepreneurs will gain an understanding of academic, business, cultural, and environmental issues in global manufacturing nations.

Qualification: ■ EngD (International) ■ MSc in Innovation and Entrepreneurship

Sponsor Company

The sponsor company is a key element of the Doctoral programme, directly supporting the Research Entrepreneur to ensure the research aligns with strategic goals.

The Research Entrepreneur will deliver pioneering research to a real problem within the company, introducing innovative technologies and processes to improve competitiveness within manufacturing.

To find out more information contact:
• go.warwick.ac.uk/wmgdoctorate
• engd@warwick.ac.uk • 024 7652 4357



Lloyds Banking Group Takes its Managers Back to School

Lloyds TSB Commercial demonstrates its commitment to supporting UK manufacturers through a new training programme for its Relationship Managers.

Accredited by the University of Warwick and delivered through WMG's Professional and Executive Programmes, Relationship Managers in the banking group's manufacturing section are finding out what's happening on the frontline and how real manufacturing companies are being affected by changes in the economy and the decisions that banks make.

Trade partners the MTA (Manufacturing Technologies Association) and EEF, the manufacturer's organisation, are supporting Lloyds and WMG in the creation of a series of one week workshops in Manufacturing Awareness.

The programme, which began last October, includes site visits and real life case studies as well as supporting theory delivered in the classroom. The banking group aims to become recognised as a leading supporter of manufacturing business, helping firms in the sector to seize new opportunities for growth.

As Lloyds TSB Commercial's Head of Manufacturing, Richard Holden, explains: "current economic conditions mean many manufacturers will be focused on the revenue exporting can bring. There are certainly great opportunities for growth in foreign markets but it's important that those companies who have never before traded abroad research the risks and rewards thoroughly.

This is where a valued and trusted bank such as Lloyds TSB Commercial can help firms identify the strongest export opportunities and credit or funding lines to support this expansion. We look forward to building a strong relationship with WMG, the MTA and EEF over the coming year so that we can better understand the needs of manufacturers in order to provide the guidance and support they require".

WMG's Director of Professional and Executive Programmes, Dr Stuart Barnes, said "WMG is delighted to be working with Lloyds Banking Group on such an innovative new approach to instilling Manufacturing Awareness in the Financial Sector. The competitive advantage being achieved by this new professionalism will not only benefit Lloyds, but will also be shared by their customers".