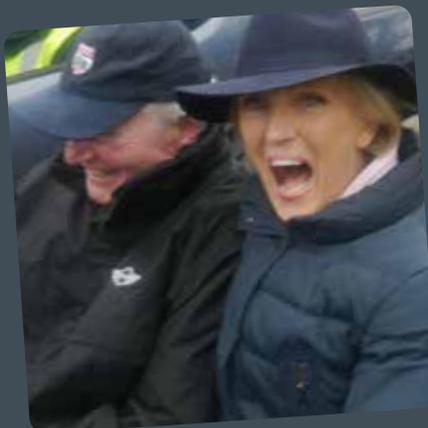


# A year in focus

Annual Report 2016-17

Making our members proud





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**“2016-17 has been such a productive year – with key projects completed”**

Ken Keir OBE  
Chair

During 2016-17, the IAM RoadSmart community – Council, leadership, staff, groups, volunteers and members – have worked together to extend our reach into new markets and our reputation among new audiences. We have done this while ensuring that our standards, integrity and credibility are steadfastly maintained. It has been a productive 12 months. We have new products in development, new team members in place and new audiences that are actively engaging with us.

I am delighted that the developments we have put in place in 2016-17 have been achieved while successfully ensuring that our heritage and integrity are protected. It is crucial that our core messages remain strongly at the heart of all we do – to improve rider and driver skills and behaviour and make UK roads safer.

It is a huge credit to Sarah and the team that 2016-17 has been such a productive year – with key projects completed. As you read through this summary of the year, I hope you will be as impressed, as I am, by all that has been achieved. It is worth remembering that IAM RoadSmart remains a charity and we are reliant on our team to use available funds with care and judgement. While safely operating within these parameters, revenues have grown in some areas, costs have been carefully controlled and funds have been invested expediently in new products which will have a direct impact on road safety in the wider driving community. The scene has been set for further growth of revenue and, critically, of our reputation in the future.

***“As we look to 2017-18, a key focus across the organisation is on engaging with new communities”***

Many of our activities, delivered by the team in Welwyn Garden City and via our wonderful network of groups and active members, are helping the IAM RoadSmart message reach younger audiences. We are offering free driver and rider taster sessions, introducing new online services and social media channels, and working with an expanded group of ambassadors who we believe best represent our core audiences and road safety message.

In this way I believe we will continue to improve the strength and breadth of our influence as we engage with new audiences and bring the IAM RoadSmart mission to a wider community – all of whom I hope will join us on our continuing journey of making better drivers and riders.

# Snapshot of the year

## Making our members proud



2016-17 was a year of progress. Building on the strong foundations we put in place the previous year – our new name, our new brand and website, a new headquarters in Welwyn Garden City among others – this year we have capitalised on these successes to further extend the reputation and influence of IAM RoadSmart.

We are immensely pleased in 2016 to have secured a place on the Road Ministers' Motorist Forum and in early 2017 we were the catalyst for the Road Safety Industry Consortium, a collaboration of road safety organisations working together to reduce the number of road deaths and serious injuries across the UK.

In 2017-18 we intend to take this even further. In the run up to the June election, we published our manifesto which clearly outlined our policies on key road safety issues. The document was a call to arms to all those who can influence change in Whitehall and beyond to keep the critical issue of road safety at the heart of their thinking.

We have also taken a huge leap forward with our evolving services as the research and planning work of the past 12 months comes to fruition with an impressive new product portfolio, designed to meet the needs of modern audiences. On-road and online training courses in areas such as parking and manoeuvring, motorway driving and managing distractions, for example, will offer practical help to those most in need of upgraded skills and a boost in confidence. We are giving them the opportunity to start their journey to better, safer driving with a small, practical step.

*"The key message we often hear is that it's 'other people' who need to improve their driving! So, we've changed our traditional approach so we can reach and engage with more individuals"*

This is further enhanced with the roll out of our 'Charity Give Away' – 1,000 free modules donated to vulnerable or novice drivers. Together, these are clear, practical solutions designed to improve drivers' road safety which, I am sure, along with our continuing offer of free driver and rider taster sessions, will help us reach a broader audience. It is these audiences who, while they may not be ready for membership right now, will welcome our help in becoming better, safer and more confident drivers and riders. Then, over time, and as they become more familiar with IAM RoadSmart, it is our belief that many of these individuals will come to trust our expertise, actively engage with our network, and be encouraged to work towards the full driver or rider test.

*"We are ambitious to increase our reach. We want our loyal membership to feel pride in being part of a large and influential network of drivers and riders"*

These new services are a real demonstration of our commitment to reduce the number of people killed or seriously injured (KSIs) on UK roads, rather than just talk about it.

It has been a highly productive year, greatly facilitated by the continuing energy and enthusiasm of our active and passionate member network, trustees and staff alike. We would like to extend our thanks to all of them as we move into an exciting and challenging period.

Sarah Sillars OBE  
CEO

### One year on...



March-April 2016  
New brand and website



July 2016  
60th anniversary



August 2016  
New standards



August 2016  
Motorists' forum



September 2016  
Industry consortium



November 2016  
New offices

**2016-17 was a groundbreaking year for IAM RoadSmart – a year in which the organisation has truly delivered on its planning and promises. And you can expect much more of the same in 2018!**

### Our strategic goals

- To be a sustainable charity that, with its subsidiaries, further develops IAM RoadSmart’s charitable objectives and reinvests to further its aims.
- To be central to powerful alliances and hold a key influencing position. To be the go-to place for standards and expertise by government, stakeholders, industry organisations and employers, as a recognised authority for driving and riding standards.
- To develop and support viable customer products for IAM RoadSmart’s markets\* in keeping with our charitable objectives and our standards and values.
- To advise, promote and sell IAM RoadSmart’s expertise and services in driving and riding skills to IAM RoadSmart’s markets.
- To deliver a highly engaged, performance-driven organisation that recognises and rewards the right behaviour, innovation, business results and customer focus.
- To reduce costs and increase efficiency through progressive IT improvement and lean business techniques.
- To be the trusted household brand for our mission and reach all our public, market, membership and internal audiences using modern marketing and communications.



London Motor Show



Mary Berry

### Five things we want to be known for:

- The go-to body for insight on human factors in road safety.
- An organisation which responds to the needs of all drivers and riders.
- Expert advisers on how technology and driving aids will enhance and support driving skills.
- The leading provider of high-quality, independent post-test training for drivers and riders.
- A charity which has been driving road safety for over 60 years.

\*Markets = consumers, businesses, local authorities, members, volunteers, motorcyclists and rehabilitation.



November 2016  
New magazine



January 2017  
New teams



March 2017  
Fellow membership



March 2017  
Group handbook & guidelines



2016-2017  
Extensive media coverage



2017  
Online modules and apps

# IAM RoadSmart manifesto

We published a revised manifesto in light of the snap General Election and are now working with policy-makers to pursue these aims and goals. Our manifesto recognises rapidly changing vehicle technology and the advancement of driverless cars:

- IAM RoadSmart believes partnership is the best way to get our accident figures heading downwards again. With widespread support the Road Safety Industry Consortium can help reduce the number of people killed and seriously injured on our roads.
- IAM RoadSmart believes driver distraction is now a top priority safety issue. We want legislators, car makers, social media and smartphone companies to work with road users on practical solutions.
- IAM RoadSmart supports more research on the transition to driverless cars and on the education and training challenges their introduction will bring.
- IAM RoadSmart supports raising the licence renewal age to 75 with a compulsory eye test. Family doctors should be encouraged to 'prescribe' driving reviews for older drivers.
- IAM RoadSmart believes road safety at work is a critical health and safety issue that requires higher priority at the Health and Safety Executive and should be at the core of good corporate governance for every employer.
- IAM RoadSmart wants Defra to implement cross-government procurement rules which accelerate the uptake of safe new vehicles with features such as autonomous braking. Public and private sector companies should only issue contracts to firms with driver risk management policies in place.
- IAM RoadSmart will promote motorcycling as a safe mode of transport that can help solve congestion and pollution problems.
- IAM RoadSmart knows that experience is the key to a safe driving career and supports a 12 month minimum learning period for new drivers.
- IAM RoadSmart is convinced that a reduction in the drink drive limit in England and Wales will save lives.
- IAM RoadSmart encourages all highway authorities to aim towards a minimum 'three star' risk rating on their 'A' roads.
- IAM RoadSmart wants local councils and central government to protect long-term funding that will eradicate the road maintenance backlog.
- IAM RoadSmart wants a Brexit deal that maintains the UK's exemplary road safety record and does not add additional burdens to drivers and riders visiting the EU.

**Over the next decade motorists and riders need new skills, not fewer, while highway engineers and vehicle designers need to take direct responsibility for cutting deaths and injuries year on year. IAM RoadSmart is driving change**



Nick Ross, trustee

### Our strategic goals:

IAM RoadSmart is working to a set of clearly defined core goals that align to our vision and mission. The charitable objectives put in place 61 years ago hold as firm today as they have ever done:

- To improve the standards of driving and riding on the roads.
- To improve road safety.
- To administer a nationally recognised advanced test.

### Our vision:

Our vision is to be the best and most recognised provider of training and advice for all post-licence drivers and riders.

### Our mission:

Our mission is to improve rider and driver skills and behaviour on the roads.

### Our values:

- Enjoyment and sharing of skilful, safe, driving and riding.
- Adaptive approach based on the individual.
- Enabling development of the right skills and behaviours at all levels of experience.
- Supporting continuous development.
- Embrace volunteering and commercial models.





Great fun was had by all!



Celebrating cars!



Celebrating bikes!



# 60th anniversary celebration

**IAM RoadSmart showed it doesn't do things by halves by staging two parties to mark its 60th anniversary last year - one for drivers and another for bikers.**

The drivers' party took place on 9 July 2016 at the British Motor Museum in Gaydon, while the rider event took place the previous weekend at the National Motorcycle Museum in Birmingham.

Both events were designed to be a celebration of everything on two and four wheels, with the accent on having fun and sharing the enthusiasm we all have for our cars and bikes.

The 60th anniversary car party had a vast array of unique vehicles on display, led by a prized and restored Aston Martin and several cars that were the last surviving examples of their breed.

Special guests for the day were 1964 Monte Carlo Rally winner and all-round Mini legend Paddy Hopkirk and former *Top Gear* presenters Sue Baker and Chris Goffey.

Guests could also try their hands at a golf buggy challenge, where the task was to negotiate a course while wearing 'beer goggles' - which simulate the effects of drink-driving.

Meanwhile, British Superbike star Peter Hickman was special guest at the bike party on 2 July. 'Hicky' races for the JG Speedfit Kawasaki Team in the British Superbike Championship and was part of our discussion panel alongside seven times Isle of Man TT winner Mick Grant. The MC was Steve Plater, 2009 British Supersport champion.



# Review of the year

At the start of the 2016-17 financial year, the trustees approved an annual budget which anticipated an operating deficit of £1.1 million, as we continued to invest in our 2020 vision strategy. The organisation met the operating budget for the year and this investment has funded:

- Closure of PDS's office in Barry and the transfer of activities to IAM House in May 2016.
- The move of the bulk of the IAM group's head office functions from IAM House to new offices in Albany Place, Welwyn Garden City in November 2016 and the decommissioning and closure of IAM House in February 2017.
- Completion of the rebranding exercise to IAM RoadSmart and the development of a new, single platform suite of websites.
- Development of a platform for the creation and production of new online products.
- Roll out of course content for the updated IAM RoadSmart Advanced Driver and Rider tests.
- Various HR-related projects.

Expenditure on some of these projects is ongoing and members should expect some further depletion of our reserves in 2017-18 to fund this ongoing investment, to deliver IAM RoadSmart's agreed strategy. The organisation is in the enviable position, following the sale of its freehold premises in Chiswick (completed in March 2017), of having sufficient reserves to absorb such planned deficits.

## IAM RoadSmart membership

After two years of increasing our membership, this year saw a reduction in full members of 1,420 to 91,234 at 31 March 2017 (2016: 92,654). The decrease reflects a small decline in member renewal rates and a slight reduction in the number of Advanced test passes to 5,364 (2015-16: 5,513).

The level of test passes nevertheless reflects the ongoing commitment of our volunteers across the country and the regional operations team's assistance to IAM RoadSmart local groups in minimising the time between buying an Advanced Driver or Rider programme and taking the test. The number of Advanced tests conducted during the year was 5,870 (2015-16: 6,137).

The trustees are grateful to IAM RoadSmart members for their continued commitment to the cause of better driving and riding and improved road safety.

We continue to work with our partners Cornmarket Insurance Services to maintain and improve the competitiveness of the IAM Surety insurance scheme. More than 39,000 policies were sold during the year, indicating continuing attractiveness of the proposition in a period of generally increasing insurance premiums.

## Commercial subsidiaries

### Professional Driver Services (PDS)

PDS made an operating profit of £0.03 million (2015-16: £0.20 million) on reduced turnover of £0.50 million (2015-16: £0.93 million). The reduction in turnover reflects the full year effect of the loss of a major customer in 2015-16 and the termination on 31 March 2016 of an agreement under which PDS managed a contact centre for Essex County Council.

PDS has invested significantly during the past two years in the redevelopment of its Atlas software. The development is due to be implemented at customer sites during 2017.

### IAM Drive & Survive

Difficult trading continued for IAM Drive & Survive in 2016-17, reflected in a reduction in turnover from £1.35 million to £1.28 million. The company's operating loss decreased from £0.30 million in 2015-16 to £0.17 million in 2016-17. It remains an important part of our business portfolio, helping us to reach thousands of new drivers. Our involvement in the commercial driver sector remains a priority now and in the future.

### IAM Driver Retraining Academy (IAM DRA)

IAM DRA increased its turnover to £0.58 million from £0.47 million the previous year, as the company continued to expand its delivery of drink-drive rehabilitation scheme courses. Increased venue hire costs caused the company to incur an operating loss of £0.07 million, against an operating profit the previous year of £0.02 million.





2016-17 in focus

# WHAT OUR DEPARTMENTS SAY



## Standards

Our Standards team continued to ensure consistent delivery across all products this year. We have worked with all our groups to ensure our new standards have been adopted by all those who deliver Advanced training. A consistent approach is ensured thanks to the introduction of observer qualifications overseen by the Institute of the Motor Industry. The DVSA continue to quality assure our Advanced testing to ensure it follows the structure and guidelines we have set.

The revamp and launch of our updated Masters programme has seen us take the testing of this product back to the area service delivery team. This has allowed us to be confident that the examiners are consistent in their view of a Master driver or rider's level of competence.

In the second half of 2016-17 the Standards team provided expert input into the development of the new IAM RoadSmart modular training portfolio, ensuring our products deliver the correct message while attracting new customers who may not immediately want a full test programme.

We also began the national observer programme. During 2017, all observers will either have an IMI qualification or be registered and working towards one. This will be the first time in our history that all observers will be working to the same documented standard – a huge step forward in the consistency of standards across the organisation.

## Policy & Research

IAM RoadSmart's Policy & Research expertise continues to be valued and sought after by our partners, government departments and other agencies. We have worked with Highways England, Think! and Transport Scotland on campaigns as diverse as distraction, motorcycling and drink driving.

The team published two successful reports during 2016-17. The first was on evaluating the cost of incidents from a public sector perspective and was the first attempt to update the formula for death and injury cost figures since the 1990s. The second report was the Safety Culture Index 2, tracking drivers' opinions on a range of road safety issues.

Last year was a busy one for government consultations in the road safety arena. We made submissions on changes to the driving test, allowing learner drivers on motorways, increased penalties for mobile phone use and encouraging driverless cars. Several of these submissions were backed by member web poll surveys to gauge opinions. We also strengthened our relationship with the Parliamentary Advisory Council for Transport Safety (PACTS) by joining one of their key working parties on driver behaviour. IAM RoadSmart has also been a member of the Older Driver Task Force since its inception with its final report published in July.

The enthusiastic 'post it' policy sessions at our annual conference resulted in excellent feedback which has given us some very useful indicators on what our future policy priorities might be.

We saw the retirement of Kevin Delaney as one of our expert consultants, and we have welcomed Rebecca Ashton to the team.



*Our safety video*



## Membership

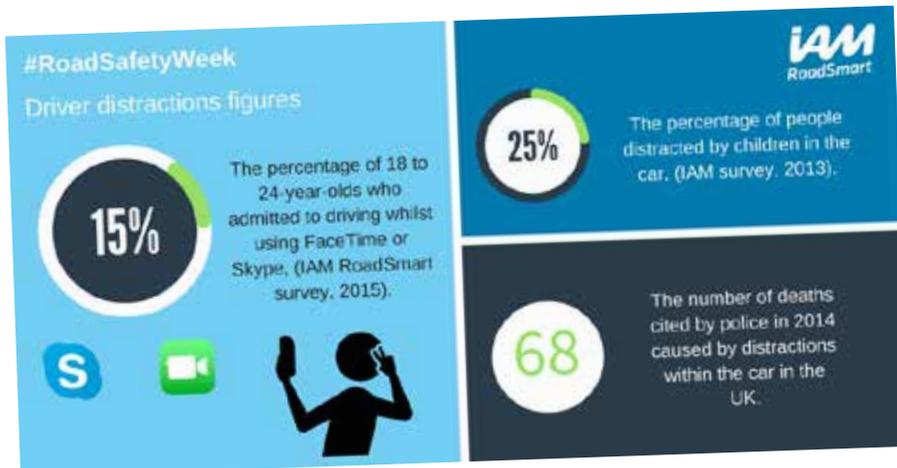
Our membership stood at 91,234 at 31 March 2017 – a decrease of 1,420 for the year. This drop is largely due to a number of organisations which fund the membership for their drivers and riders reviewing their spend during the year. Despite this, there continues to be a growing trend for more organisations and businesses to invest in courses and membership for their staff. We will appoint a new account manager in 2017 to manage these specific client relationships.

5,227 associates completed their Advanced test in 2016-17 and 4,721 (90%) passed: a tribute to the ongoing commitment of IAM RoadSmart volunteers across the country.

We continue to work with Cornmarket Insurance Services to maintain and improve the competitiveness of the IAM Surety insurance scheme. Policy sales in the year decreased slightly to 39,400, mainly as a result of the higher policy costs, as a result of increased claim rates of members aged 70 and over. To alleviate this, we introduced the Fellow membership – a commitment by those taking part to take an Advanced retest every three years. Policy renewal rates remain at more than double the industry average, indicating the attractiveness of the scheme.

### 2016-17 membership highlights:

- **4,721 people successfully passed their Advanced Driver or Rider test, with a further 6,129 preparing to do so.**
- **201 active and committed voluntary groups.**
- **The new Advanced Driver and Rider standards fully launched with every group and all new associates benefitting from upgraded course materials and standards.**
- **3,066 observers completed the IMI observer qualification providing formal recognition of their skills, all at no cost to individuals or groups.**
- **761 members and non-members attended one of our 12 skills days, of which close to 20% were non-members enjoying their first experience with IAM RoadSmart. This included two skills days created exclusively for 185 members of the Women's Institute.**



## Communications

During 2016-17, the Communications team continued to capitalise on our strong media contacts and relationships built up over previous years. We provided a significant number of expert commentaries on topical road safety issues to mainstream broadcast outlets, generating high profile coverage across the year on BBC News, Channel 4 and 5 News and several BBC local radio news outlets. As an independent voice, the name IAM RoadSmart is increasingly proving to be an attractive one in the eyes of a media looking for an unbiased view.

In December 2016 and for the second time in three years, we teamed up with the UK's biggest motoring magazine *Auto Express* (with weekly sales of 60,000 copies a month) to be its Christmas anti-drink driving campaign partner. The campaign generated positive feedback from a number of sources.

As well as building on newly created contacts, IAM RoadSmart has also successfully branched out from its existing heartland into newer territory. In February 2017 for instance, spokesman Peter Rodger made IAM RoadSmart's first ever appearance on the UK's biggest radio show (with a daily listener audience of nine million) – the BBC Radio 2 Breakfast Show, hosted that week by Sara Cox. This was followed up with an appearance on Channel 4's *Supershoppers*, giving drivers a cautionary tale of how expensive motorway refreshments are.

All of this activity and more was previewed and reflected upon via our increasingly popular social media channels, provoking much debate by members and non-members alike on the issues at hand. Reach for our Twitter and Facebook activity across the year was in excess of 4.7 million, with an active engagement level for this activity (people liking, commenting on or forwarding our posts) of 75%.

Our new brand has now become fully embedded and adopted across the organisation. Traffic to the new website and other media channels continued to grow with more than 620,000 visits (sessions) to our website during 2016-17.

As we sought to further connect with new audiences, we also expanded our ambassador programme. Paddy Hopkirk joined the team as our mature ambassador, Eloise Peabody-Rolf as younger driver ambassador, pioneering motorcycle and sidecar racer Maria Costello MBE as rider ambassador and 19-year-old rally superstar Catie Munnings as car ambassador.

During 2016-17 we also provided ongoing support and information to the group network, delivering over 50 digital newsletters and a number of 'how to' briefings.

## Commercial

To coincide with the rebrand of IAM RoadSmart and to tap into the competitive driver risk management market, we undertook a thorough revision of our product portfolio during 2016-17. We delivered a new Driving for Work suite of training courses, with on-road and classroom options.

We undertook comprehensive market research to guide the development of the new modular training portfolio. The commercial modules – created specifically for organisations to use in their fleet training – were designed to help drivers who have been identified as needing further training, either through online risk assessments, or via adverse results when their driving style has been analysed with telematics. These drivers are given the opportunity to improve their skills by their employers through the purchase of IAM RoadSmart's modular training options.

During the past year IAM RoadSmart entered the taxi assessment market. Our one-hour assessment checks ability on a range of driving competencies. Successful completion provides drivers with the necessary accreditation to become a professional, able and safe taxi driver and prove their competency to local licensing authorities.

Professional Driver Services (PDS) continues to provide booking services for six authorities which offer courses under the National Driver Offender Re-Training Scheme. This has resulted in 234,320 courses being booked using Atlas during the past 12 months.

Driver Retraining Academy (DRA) continues to grow year on year delivering 308 courses in 2016-17 – 35% up on the previous year.





## Looking ahead

# Our future plans for IAM RoadSmart

## Standards

To engage with a wider audience we have now ventured into the world of apps and online learning. The Standards team has delivered a road safety message in a different way via our modular training portfolio. The apps in this portfolio are a short snippet of a story with a valuable piece of learning embedded and delivered in a fun, interactive way. The online modules are longer, with more detailed information and a practical learning objective. Both are a departure from our usual model of delivery and are designed to provide entry-level driver training to a wider community than the traditional IAM RoadSmart base. The modular training portfolio will be piloted and then rolled-out across 2017-18.

We have also developed short on-road training modules from our Driving for Work course. These will be delivered through a network of Approved Driving Instructors and are designed to help private motorists in areas where they feel they have a weakness or anxiety – driving in towns, managing speed and driving on country roads, for example. With seven subjects available, each session is 75 minutes long with an expert adviser in the driver's own car. We are confident customers will have an enjoyable, beneficial session that encourages them to return for further training.

This allows us to maintain the Advanced Driver course as the clear pinnacle of achievement for driver training, while allowing us to help a broader community – some of whom may have less interest in the full IAM RoadSmart experience – to access the skills they need to be better, safer drivers.

## Policy & Research

- We have commissioned TRL to analyse the contributory factors most prevalent in young driver crashes, so interventions can be better targeted at those areas with the biggest skills gaps.
- We are also investing in a report to evaluate the effectiveness of the IAM RoadSmart Advanced Rider tests.
- We will publish IAM RoadSmart Safety Culture 3 – with three years' of data enabling us to analyse key trends in driver behaviour, attitudes and opinions.
- We will continue to update our website information with newsletters, policy updates and reports.
- We will provide support to the development of an IAM RoadSmart Road Safety Industry Consortium with a formal launch in 2017.
- We will work with the most influential committees, MPs and government departments to improve road safety.
- We will deliver a major conference on the driver training and behaviour issues surrounding the transition to driverless cars, in October 2017. The 'Driver Ahead?' conference will also enhance our relationship with car makers, technology companies and companies delivering autonomous driving projects in the UK.

## Membership

In 2017-18 we will continue with the roll out of our Fellow membership category, providing additional insurance rewards and other benefits in return for a commitment to take a three-yearly Advanced retest. Created in conjunction with IAM Surety, Fellow membership will be of particular benefit to our older members who may not have invested in their advanced skills for a number of years. It is set to become a key membership tier for IAM RoadSmart in the future.

Following on from our 60th birthday party events at the British Motor Museum and the National Motorcycle Museum in 2016, we held a successful members' day in August 2017 at Silverstone with more than 1,000 members, observers and active volunteers attending. In November, we are planning a major celebration of our motorcycle observers by putting on a special event at the Motorcycle Live Show at the NEC. More than 600 motorcycle observers will be invited.

2017 will see the introduction of a rewards and loyalty scheme known as 'RoadMiles' to encourage continuous development and support the launch of our new modular training portfolio. Points will be awarded for any interaction with IAM RoadSmart, from taking an online module through to passing our Advanced test. These points can then be exchanged for other courses or programmes, merchandise and partner services.

2017 is our "Year of The Observer" as we celebrate and recognise the huge contribution made by our network of observers. A badge scheme has been launched to recognise and thank those observers who have guided many associates to pass our test. The badge comes in four denominations - 10, 25, 50 and 100 test passes.

## Communications

In 2017-18 our communications and marketing focus will be on promoting a number of new ventures for IAM RoadSmart, with the specific aim of extending our reputation and brand into new markets.

During the year we will be launching and promoting the full suite of IAM RoadSmart modular training options, including apps, on-road and online modules, with options for private drivers and business customers. Promotion of these will be via content marketing, social media and other advertising channels.

We will support our Policy & Research colleagues on the development, delivery and promotion of the Road Safety Industry Consortium and the 'Driver Ahead?' conference. Both of these initiatives will help cement our position as thought leaders and influencers on the reduction of those killed and seriously injured on UK roads.

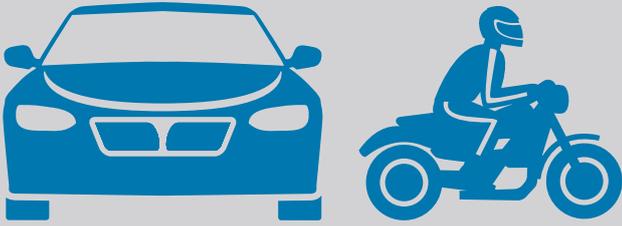
Our work with the media will strengthen our reputation as expert advisers, with specific continuing focus on the five things we wish to be known for. Our social media activity will further extend our reach into new markets and build our community engagement. Our core message will flow through all we do: We make better drivers and riders.

## Commercial

In the coming year we will:

- Launch our full range of on-road modules targeted at those who drive for work.
- Deliver a comprehensive marketing and communications plan to achieve revenue targets from existing and new business clients across all commercial businesses.
- Pursue our ambition to re-enter the National Driver Offender Re-training Scheme (NDORS) market, submitting compelling tenders which support our charitable aims of making better drivers and riders.
- Launch our new version of Atlas, the booking system which can be used by local authorities and police forces which offer NDORS courses.
- Expand our Driver Retraining Academy to cover all 16 areas for England and continue to grow our market share in Wales for the delivery of drink-drive rehabilitation scheme courses.
- Join a government-funded consortium to drive down air pollution through connected car technology that rewards safer and smoother driving styles, cuts fuel bills and pollutants on the UK's roads.

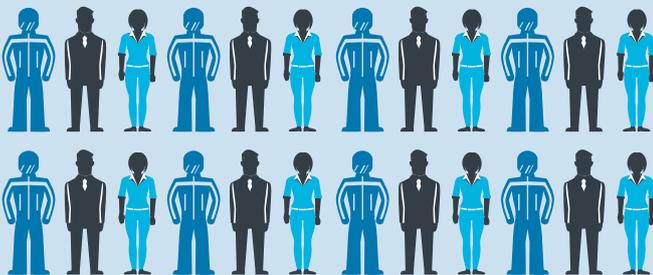




# 91,234

active members

In 2016 the number of drivers and riders who had taken our Advanced courses surpassed the **half a million** mark

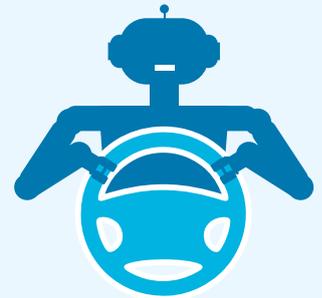


# 81%

of UK motorists think that congestion has become worse in the past three years<sup>2</sup>



2/3 of people believe a human should always be in charge of a vehicle<sup>4</sup>



4.7 million people reached by social media in 2016-17, **58,524 likes**

Road deaths **up by 3% to 1,732**

Motorcyclists deaths **up by 8% to 365<sup>1</sup>**



One in seven of all fatal crashes involved alcohol<sup>1</sup>





# 7.6%

of drivers admitted to driving whilst over the legal alcohol limit at least once in the past 12 months, up by 6.2%<sup>1</sup>

Over 86% of UK motorists think that mobile phone distraction has become worse in the past three years<sup>2</sup>



In 2016 we achieved 6,182 press cuttings, 916 of them broadcasts

The number of drivers over the age of 70 is set to double over the next 20 years with more than one million licence holders over the age of 80<sup>3</sup>



 <https://www.iamroadsmart.com>

There were more than 620,000 visits to our website in 2016-17

3.3 million vehicles were registered for the first time in Great Britain during 2016, the highest annual total ever recorded

4,721 people passed their Advanced test



# Election statements

The following Council members are due to retire at the Annual General Meeting on 9 November 2017 and, being eligible, offer themselves for re-election.



## Dr Gina Bromage

I joined the IAM in 1987, in order to improve my driving. When I became a motorcyclist eight years later, while my children were still very young, IAM RoadSmart was, for me, the natural organisation to help me stay safe on my bike. What I hadn't fully realised until my motorcycle training, was that better skills not only improve safety, they bring more joy to the task.

As a trustee for IAM RoadSmart, I hope to help the organisation bring the message of enjoyment through skill and safety to an ever wider public, supporting our extraordinary group network to adapt to changing times and technologies, to continue to make the roads a safer and better place to be.

I have held a number of group officer posts, up to and including chair, and trained associates, observers and Masters candidates, so I am very familiar with the strengths and weaknesses of a system of groups of volunteers. Equally, it has become apparent to me that with the right ethos and encouragement groups can recruit members and deliver skills development very efficiently. Facilitating the spread of best practice among groups is an important function for the organisation, and an area in which I hope to make a significant contribution if re-elected as a trustee.



## Dr Charles Doyle

Being valuable and relevant to existing members, attracting a new generation of members, and making driving and riding safe and personally satisfying is at the heart of IAM RoadSmart's new mission and identity. Our belief is that promoting the practice of expert driving and riding can be fun for the individual as well as good for society overall.

Having spent 33 years in business with international companies, I have tried to bring my own expertise to IAM RoadSmart. Specifically, I am focused on helping develop our charitable objectives, strategy, image, messages, research and range of benefits. With other trustees and management, we also work on how these are communicated to members, to the public and to those who can implement and influence positive road safety change in the UK.

Under its current leadership, IAM RoadSmart has grown in strength and influence and is once again an authoritative voice on road safety and driver and rider training for individuals and for organisations. Much work still needs to be done to make our services relevant to existing and prospective members as well as commercial organisations. This range of services provided by IAM RoadSmart will have to include not only driving and riding practice but also human behaviour while using the road - both of which are being transformed by technology, social and demographic change.

Having served on the IAM RoadSmart Board of Trustees since 2012, I have been involved in the various programmes that have taken IAM RoadSmart on this 'new journey'. I would be pleased to continue to serve as a member of the Board of Trustees to help IAM RoadSmart continue to navigate this new journey.



## Dr Peter Holden

A member of Council since 1994; safer motoring is in my blood.

An air ambulance doctor since 1998, and qualified to respond to ambulance service emergencies in my own vehicle utilising blue lights and sirens, I am in regular contact with the serious personal and economic consequences of poor driving or riding skills. Prevention by education is much better than cure.

I am involved as a trustee in two other national charities with educational aims and I have also significant experience as a director and as an executive in the medical field, overseeing budgets running well into the hundreds of millions of pounds – trustee and business experience which can benefit IAM RoadSmart.

I am involved professionally in reviewing the medical aspects of driver licensing including the ageing driver. I look forward to helping IAM RoadSmart in its promotion of better driving and riding through education, and of improved road safety for all through IAM RoadSmart's speed awareness and driver rehabilitation schemes.



## Dr Catherine Lloyd

With vehicle technology and automation advancing at great pace and set to determine the environment of the future, I am keen to ensure drivers and riders have access to driving and riding products that address current and future training needs, as well as modern lifestyles and budgets.

Extending our reach and delivering our charitable objectives to the many is crucial if our organisation is to become the trusted household brand we aspire to and also have greater impact on road safety and driver and rider standards. To this end I am supportive of the organisation exploring all markets that have potential to benefit from what we do, and continuing with its research into human factors.

I look forward to continuing to support the organisation to strive for success and deliver on its missions and encouraging members and volunteers - whose generosity of time, skills and knowledge is beyond doubt - as they engage with us on this important journey.



## Anna McLaren

I have a long association with IAM RoadSmart having been an adviser in the past. I am passionate about road safety and the objectives of the charity and I am delighted to offer my energy, ideas, skills and expertise to the organisation as a trustee.

The statistics speak for themselves when it comes to answering the question on what the public benefit is of a charity that has at its heart the improvement of road safety. IAM RoadSmart's impact is far reaching and essential. It is critical therefore that, as trustees of the charity, we ensure all funds generated by members and commercial activities are ploughed back into the continuing improvement of road safety. By influencing government policy, working with charities with similar objectives and helping people in work or home to be better drivers and riders, we can help reduce the number of killed and seriously injured on the road.

The employees, management, trustees and over 90,000 members of IAM RoadSmart are continually challenging themselves on how to ensure the charitable objectives remain relevant in a world that is very different to 1956, when the charity was founded. It is a privilege to help shape and deliver the vision and values that are shared by members and employees for the benefit of all.



# Notice of AGM

NOTICE IS HEREBY GIVEN that the 61st Annual General Meeting of the Institute of Advanced Motorists Limited will be held at 1 Albany Place, Hyde Way, Welwyn Garden City, AL7 3BT on Thursday, 9 November 2017 at 12.30pm for the following purposes:-

1. To receive, consider and approve the Report of the Council and the financial statements for the year ended 31 March 2017.
2. To elect Council members:-  
  
Dr Charles Doyle, Dr Peter Holden and Dr Catherine Lloyd retire at the Annual General Meeting under Article 21 and, being eligible, offer themselves for re-election.  
  
Anna McLaren and Dr Gina Bromage retire at the Annual General Meeting under Article 23 and, being eligible, offer themselves for re-election.
3. To consider, and if thought fit, pass the following resolution on the recommendation of the Council:  
  
"In accordance with Article 9.2.2, the annual membership fee to the Institute shall be increased to £38.00 with effect from 1 April 2018. This subscription shall be discounted to £33.75 for all members who choose to pay by direct debit or credit card."
4. To deal with any other ordinary business of the Institute.

BY ORDER OF THE COUNCIL

Ruth Bridger  
Secretary

Registered Number 562530  
Registered Charity Number 249002 (England and Wales),  
SC041201 (Scotland)

1 Albany Place  
Hyde Way  
Welwyn Garden City  
AL7 3BT

21 July 2017

A member entitled to vote at the Annual General Meeting may appoint a proxy to attend and vote in his/her stead. A proxy need not be a member of the Institute.

A proxy form is available at [www.iamroadsmart.com/proxy2017](http://www.iamroadsmart.com/proxy2017), by email at [proxy@iam.org.uk](mailto:proxy@iam.org.uk) or by telephoning 0300 303 1134, quoting 'proxy form'. Alternatively you can write to the Freepost address following to request a copy. On completion, please return the form to: Company Secretary, Proxy Form, FREEPOST, IAM RoadSmart (no stamp or other address details needed) to arrive no later than 12.30pm on Tuesday 7 November 2017.

If any member has questions on the summarised financial statements, the full financial statements or the Report of the Council, these should be submitted to arrive at least seven days in advance of the meeting (i.e. by 2 November 2017), to allow sufficient time for responses to be researched properly and delivered at the AGM. Questions should be submitted in writing, either by email to [fd@iam.org.uk](mailto:fd@iam.org.uk) or by letter addressed to the Finance Director at IAM RoadSmart, 1 Albany Place, Hyde Way, Welwyn Garden City, AL7 3BT.

If you wish to attend the AGM in person, please email [enquiries@iam.org.uk](mailto:enquiries@iam.org.uk) with AGM in the subject line and indicate your intention to be present at the meeting.



# Reporting

## Report of the Council on the summarised financial statements for the year ended 31 March 2017

These summarised financial statements have been extracted from the full financial statements of the Institute of Advanced Motorists Limited. The full financial statements were approved by the Council on 21 July 2017 and will be submitted to the Charity Commission, the Office of the Scottish Charity Regulator and to the Registrar of Companies in due course. The full financial statements include the auditor's report which is unqualified.

The summarised financial statements may not contain sufficient information to provide a full understanding of the financial affairs of the Institute. For further information, the full financial statements, the auditor's report and the Report of the Council should be consulted. These are available to members on [www.iamroadsmart.com](http://www.iamroadsmart.com) or copies can be obtained from the registered office of the Institute of Advanced Motorists Limited, 1 Albany Place, Hyde Way, Welwyn Garden City, Hertfordshire AL7 3BT.

## Independent auditor's statement to the members of the Institute of Advanced Motorists Ltd

We have examined the group summarised financial statements of the Institute of Advanced Motorists Limited for the year ended 31 March 2017 which comprise the group summarised statement of financial activities and the group summarised balance sheet.

### Respective responsibilities of the trustees and the auditor

The trustees are responsible for preparing the summarised financial statements.

Our responsibility is to report to you our opinion on the consistency of the group summarised financial statements with the full annual financial statements and the Report of the Council.

We conducted our work in accordance with our engagement letter dated June 2017.

### Opinion

In our opinion the group summarised financial statements are consistent with the full group annual financial statements and the Report of the Council (incorporating the Strategic Report) of the Institute of Advanced Motorists Limited for the year ended 31 March 2017.

RSM UK AUDIT LLP

Statutory Auditor | Chartered Accountants

The Pinnacle, 170 Midsummer Boulevard, Milton Keynes, Buckinghamshire MK9 1BP

28 July 2017



# Summarised financial statements

## Institute Of Advanced Motorists Limited and subsidiary companies – Summarised financial statements

### Group summarised statement of financial activities for the year ended 31 March 2017

	2017	2016
	£000	£000
<b>Income from: Donations and legacies</b>		
Subscriptions (including Gift Aid)	3,564	3,710
Other donations	36	13
<i>Charitable activities</i>		
Test fees	581	616
<i>Other trading activities</i>		
Turnover of subsidiaries	2,856	3,229
Investments	89	118
Exceptional item	113	3,759
<b>Total incoming resources</b>	<b>7,239</b>	<b>11,445</b>
<b>Expenditure on: Generating funds</b>		
Fundraising and publicity	1,895	1,608
Subsidiaries	2,325	2,714
Amortisation of goodwill	561	561
	<b>4,781</b>	<b>4,883</b>
<i>Charitable activities</i>		
Research and advocacy	483	611
Membership services	1,572	1,065
Tests	838	672
Quality assurance	769	939
"Advanced Driving" magazine	405	512
	<b>4,067</b>	<b>3,799</b>
<b>Total resources expended</b>	<b>8,848</b>	<b>8,682</b>
<b>Net gains / (losses) on investments</b>	<b>383</b>	<b>(382)</b>
<b>Net (expenditure) / income</b>	<b>(1,226)</b>	<b>2,381</b>
<b>Other recognised gains</b>		
Exchange gains	16	2
<b>Net movement of funds in year</b>	<b>(1,210)</b>	<b>2,383</b>
Balances brought forward at 1 April	11,237	8,854
<b>Balances carried forward at 31 March</b>	<b>10,027</b>	<b>11,237</b>

<b>Group summarised balance sheet</b>		2017	2016
<b>As at 31 March</b>		£000	£000
<b>Fixed assets</b>			
	Intangible assets	1,133	1,357
	Tangible assets	331	86
	Investments	2,974	3,536
		<b>4,438</b>	<b>4,979</b>
<b>Current assets</b>			
	Stocks	34	43
	Debtors	859	6,509
	Cash at bank and in hand	6,439	1,308
		<b>7,332</b>	<b>7,860</b>
<b>Creditors: amounts falling due within one year</b>		(1,743)	(1,602)
<b>Net current assets</b>		5,589	6,258
<b>Net assets</b>		<b>10,027</b>	<b>11,237</b>
<b>Unrestricted funds</b>			
	General fund	7,027	11,237
	Designated fund	3,000	-
		<b>10,027</b>	<b>11,237</b>



## Our business plan for 2017-18:

- Deliver the budget for 2017-18 achieving net revenue targets and maintaining a tight control on debtors and expenditure by 31 March 2018 while delivering regulatory compliance across all business areas.
- Deliver the 'Charity Giveaway' providing 1,000 modules to 17-25 year-olds to reduce the number of those killed or seriously injured (KSIs) on the worst roads for high casualty figures.
- Deliver a comprehensive communication and media programme to support the five key things IAM RoadSmart wishes to be known for in 2017-18, as well as our first human factor conference.
- Retain IAM RoadSmart's expertise and standards as the leading voice on rider and driver training on six of the most influential committees.
- Commission research to evaluate the benefits of post-test rider training. Deliver one major campaign with the government to target a reduction in KSIs through an industry consortium.
- Progress the introduction of the new membership model and introduce 'Road Miles'. Engage target groups with initial products and plan a path to further purchase or involvement.
- Deliver new online and on-road products into the market for private and commercial customers anchored in our industry leading driver and rider standards. New product development to be derived from the under 40, Mumsnet and customer focus group research, demonstrating a relevance and responsiveness to changing customer requirements.
- Deliver our commercial business targets and assess all merger and acquisition opportunities.
- Measure and improve the level of internal and external (member and group) satisfaction with IAM RoadSmart.
- Develop our talent pool to deliver a robust succession plan.
- Benchmark current brand awareness and implement a programme of work to chart progress towards our aspiration of being a respected household name, encompassing trade, regional and national media.
- Implement Atlas upgrades and deliver IT and web infrastructure or systems to support the delivery of the business during 2017-18 by developing an IT infrastructure plan that reduces cost and supports customers' and employee requirements.
- Develop a tiered service delivery model that offers customers a training channel that fits with their time and budget parameters.





**iAM**  
RoadSmart

IAM RoadSmart is the trading name of all businesses owned by The Institute of Advanced Motorists

Charity number: 249002 (England and Wales)  
SC041201 (Scotland).

[www.iamroadsmart.com](http://www.iamroadsmart.com)  
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