

### **Chairman's message for the IAM**

It is a great privilege to be the Chairman of the IAM. Over the past eight years as a Council Member, I have come to understand and appreciate the unique contribution that, at its best, the IAM can make to road safety.

This understanding came into clearer focus during my time as Vice Chairman, when it was a pleasure to work with David Kenworthy as he introduced the essential, often difficult measures that are needed if the IAM is to fulfil its potential. We are in debt to him for his calm, clear leadership, his integrity and unstinting efforts on behalf of the IAM.

The new measures anticipated difficult times. However, like many organisations, we were suddenly operating in *very* difficult times. If this were to knock us off course, it might be understandable; but it would not be acceptable. The changes we are implementing are vital if we are to survive and flourish in the coming years. We've made a start but a great deal remains to be done; we cannot ease off.

#### **IAM focus**

The IAM shares with many other organisations the objective of reducing the toll of death and injury on our roads. And we all agree on the umbrella watchwords of 'Safer Drivers, in Safer Vehicles, on Safer Roads'. Each organisation brings its own special contribution to the party.

And ours? No organisation in the world is better equipped to lead on 'safer driving and riding' than the IAM. We must do just that. So, while we will support the road safety initiatives of the Government and others, safer, greener, more enjoyable driving and riding must be the focus for all we do. At the same time, we will clarify our policy on cycling alongside our central driving and riding remit.

To this end, IAM driver and rider training, IAM policy and research, and all IAM products must work *together* to make the IAM's unique offering irresistible. Co-ordinated, mutual support between all IAM functions, from the public-facing teams to those in essential support services, is now the order of the day. The same principle applies to the relationship between those working at IAM House and our Members and Groups. There is no 'I' in teamwork.

To pull everything together, we need a single chief executive whom we plan to appoint by the end of the year.

#### **What the IAM does**

As we set about delivering our current objectives, I would like us to review everything that we do – or could do – that will contribute to our overall success. Being around successfully for 53 years gives us neither an inherent right to survival nor does it give us 'ownership' of advanced driving. We cannot forget that there are serious alternatives out there to what we are offering. However, 53 years have given us a bit of experience on *how* to survive and to do well in difficult times.

We operate in a fast-moving, predatory environment and we'll be letting the IAM down if we don't ask demanding questions about what we do and how we're doing it. This involves being more open and less resistant to change. No IAM activity can be above review.

Here are just a few examples of what we might look at:

1) Whether we can offer new routes to membership:

- Our test may have 'premier' status but does having to pass it set the current membership bar too high?

Could we extend our road safety reach by boosting membership to much higher levels? What if taking, say, four IAM drives/lessons, plus some online assessment, were the entry point to membership? Once on board, could we offer members differing benefits according to their class of membership?

- Once part of the IAM, members would be fully exposed to its expertise and certain benefits. Achieving 'blue riband' status by passing the IAM Test might then become more of an exciting aspiration and less of a daunting exam – involving a staged approach at a member's discretion, with the Groups helping/encouraging him or her to upgrade?
- Having many more members would give the IAM a larger driver/rider constituency for its unique approach to road safety campaigning – and a weightier presence in the national road safety debate.

2) Whether we should be considering additional means of assessing and training drivers and riders:

- While practical training and assessment on the road is irreplaceable, no modern organisation can ignore the potential for online training and the use of driver/rider simulators. If they can help train airline pilots, why can't they be part of the training we offer?
- Could we offer online re-assessments for members who wish to continue developing their skills, combined with our core, on-road experience to encourage maintenance of good driving skill, attitude and behaviour?

3) How we can build better synergy between our commercial teams and those of the IAM charity:

- Our commercial activities operate to generate resources to enable the IAM to fulfil its safer driving objectives. Therefore, they are vital to our future and unless they are an integral part of a united, cohesive IAM, they cannot achieve their full potential. Given that a 'one IAM' – 'one team' approach must be the way forward, what would help them to do this?

4) How we can carry a varied but co-ordinated IAM offering to potential members and avoid duplication of effort:

- How do we promote the IAM most effectively to potential members?
- What about combined national sales and training teams taking to the road to bring IAM training and expertise to those who might not come to us?

5) How we can build-in continuous improvement to our premier offering – the IAM Advanced Test – to make it *the* advanced driving test?

### **What the IAM thinks**

In the Chief Examiner, we have, by any measure, one the UK's top drivers/riders. Every day, around 20 million motorists take to the roads. How they do this – and how they might do it better and more safely – is his rightful area of expertise. It must be an IAM objective to make him *the* reference and senior port of call whenever safer driving and riding are a media or public policy issue.

Campaigns for safer cars and safer roads are rightly getting a good deal of coverage. However, unless there are better, safer drivers and riders on the road, no road safety campaign can be completely effective. To this end, future IAM research will focus on rider and driver behaviour.

The IAM may have one of the leading road safety policy and research teams in the country but it is yet to punch its weight when it comes to getting our views and expertise into the media.

Ensuring that the IAM's messages are heard by the motoring population, as well as key opinion formers such as the Government, will be the media communications priority from now on.

### **IAM family**

Our members and our staff, together, represent a formidable resource. And our Groups are special. They are members who voluntarily make a practical contribution to road safety where it really counts – behind the wheel and on the bike. David Kenworthy made a commitment to work more closely and openly with our Groups. I intend that this commitment will continue, involving Council members and our senior management team at IAM House.

I also want the National Representatives Group to be an energetic forum in which we listen to each other and get things done together. Equally, I want to help Groups to grow, to be able to demonstrate the value of each class of membership, to manage their costs and improve communication.

### **IAM costs**

We took some hard decisions last year that were necessary if we were to bring our costs under control and to build a secure financial platform for the future. We are not out of the woods yet. It will remain a key priority for us to generate more income from the services and products we offer – and to keep costs to a minimum. We are some way from balancing the books but we're on the right track.

### **IAM friends**

As well as generating support among opinion-formers, such as Government and the media, the IAM needs to extend its circle of friends. The IAM has much that makes it an attractive business partner. Its top-drawer training expertise and its quality research offer excellent, brand-enhancing partnership and sponsorship opportunities to other organisations. Good brands like to be associated with other good brands. We have a good brand but we need to raise our brand profile much higher.

### **How the IAM works**

We have a good staff team at IAM House that we will continue to strengthen but which, in the foreseeable future, we do not plan to expand. Helping our staff to improve and develop is going to be linked to how well they perform in helping to achieve the IAM's objectives.

It is our staff's job to deliver what the IAM strategy demands. It is my job, with my fellow Council members, to be informed supporters, while ensuring that the strategy is followed.

As the IAM management and staff set about their task, they will have my complete support. I believe that a consensus is growing within the IAM about what we need to do. What we must add to this – all of us – is a sense of urgency, a commitment that once we agree to do something, we will do it, and on time.

Much of what we need to do has been identified already; the IAM has no need of a 'new broom' chairman. However, with your support, I do intend to be a 'let's get things done' chairman.

Finally, I believe that:

WE must care passionately about and manage the quality of everything the IAM says and does.

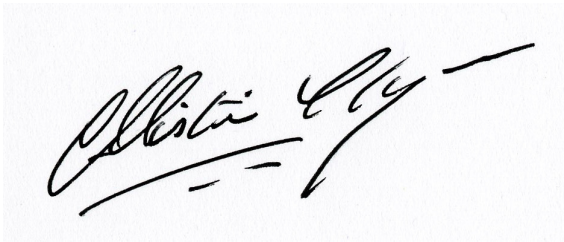
WE must believe, and get others to believe, that further driver training is an indispensable part of road safety.

WE must put our members first and find new and better ways to make them feel that IAM membership is an indispensable part of their driving and riding life. This involves making member benefits more apparent and offering them better products, while building on the huge success of our IAM insurance product.

WE must increase our membership. Remember that every driver and rider in the UK is a potential IAM member; we can't say that the market hasn't room for some fantastic IAM membership growth!

By working together, we can achieve great things for the IAM.

Let's go for it.

A handwritten signature in black ink, appearing to read 'Alistair Cheyne', with a long horizontal flourish extending to the right.

Alistair Cheyne OBE  
Chairman  
IAM