

Chartered Institute of Personnel and Development



# UPDATE

The regular update for the CIPD members in Merseyside,  
North Cheshire, North Wales and Isle of Man

## Strategic blue sky thinking – the new face of HR



**The changing role of HR**

**AGM's True or False**

**Why Changes in  
employment law  
need to be made**

# July 2006

# Letter from the Editor

*Dear Members*

Welcome to the Summer! I am writing this after a week of gorgeous weather and issue the welcome with some trepidation – I remain optimistic that the summer will have decided to stay around long enough for you to receive and read this edition of Update.

Thank you to those of you who supported the Group AGMs recently. There were a varied array of topics covered in the accompanying events and, from what I hear, all were most enjoyable. I had the pleasure of taking part in the Chester Quiz which only lead to highlight how much I know about football and drinking and how little I know about HR!! May I just say that as an administrator and not an HR professional I think I can get away with that one!

I am sure that you will all be focusing on having a well-earned break at some point over this summer but this edition will give you the opportunity to start thinking about the new CIPD year and what it may bring. Groups are working hard to plan a varied and interesting programme for 2006/2007 and I hope that you will support them by attending events in all geographical areas, not just your own locality. The SIG structure should have swung into action by now and if you haven't already heard about progress, you certainly will be shortly.

This will be my last edition of Update for now, as I am due to have my 2nd baby in September and the hospital doesn't allow laptops and mobiles on the maternity ward! I would like to take this chance to say goodbye but hope that it will be a temporary break from CIPD work.

Keep an eye out for the results of the Communication and Events Planning Day which will let you know what is happening with administration, Update, Events, the Website and other areas of the Branch work.

Julie Cotton, Branch Administrator.



## contents

- 1 Letter from the Editor**  
Web link  
Communications SIG
- 2 What's love got to do with it?**  
Psychometric Testing Event
- 3 Changing role of HR**  
SIG for Trainers
- 4 AGMs – True or False**  
Chester AGM  
Liverpool Group AGM
- 5 Questions & Answers**  
Welcome to our new Vice Chair  
IOM Piece
- 6 Event Diary**  
It has never been easier to Upgrade
- 7 Contacts**

## COMMUNICATIONS SIG

At the last get together we decided further clarification was needed on the purpose of the Website and Newsletter for our branch. This was due to the associated costs of Update as well as the continuing upgrade of the CIPD website. We approached CIPD head office for a chat on the phone and our findings will have been discussed on Saturday June 17th at our next Communication Special Interest Group get-together. To find out what happened log on to:

<http://www.cipd.co.uk/branch/merseyside/events>

By clicking on past events (the box on the left margin) you will find an update on what was discussed at the meeting. The agenda for this meeting was deciding what format Update should take, who takes over the role of Branch Administrator and what procedures need to be in place when booking events to avoid any clashes. All these elements will enable us to serve our members more effectively.

This SIG gives the opportunity to become involved in discussion and decisions at the "sharp end" of Branch work and anyone with an interest in joining this group should contact me on:

[griff.owens@watkinjones.com](mailto:griff.owens@watkinjones.com).

We'll be happy to meet you.

Griff Owens

## Branch Opportunities

### Update Editor

We are looking for an Update Editor to look after layout and content of our quarterly CIPD Branch Update Newsletter: this is a good opportunity for you to raise your profile with CIPD and your branch.

### Temporary Branch Administrator (initially 8 months).

We are looking for a temporary administrator 20 hours max per month £8 per hour (home based). This opportunity can be arranged to suit your schedule. This is on a self-employed basis.

For more information about these roles or to express an interest please contact Krista Powell Edwards  
E: [krista.htc@classicfm.net](mailto:krista.htc@classicfm.net)

## WEBLINK DID YOU KNOW...

That by being a member of the CIPD you also have exclusive right to articles on line at People Management... and you can also search the archive.

I find it really useful when you need to discuss a HR topic you can print the article directly from the website and then use as a case study...

Go on you know you want to!

<http://www.peoplemanagement.co.uk/pm>

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



# 'What's love got to do with it?'

## Were you surprised by the title – CIPD and love?

The branch exists to help you – we are your local CIPD contact – your local friend. There is a new branch structure and new faces. We want to give you what you want and what you need.

### So...

We'd love to provide you with a first rate local CIPD service.

We'd love you to get maximum benefit from the CIPD locally, whatever that means to you.

We'd love you to give the branch feedback on:-

- **what you want**
- **how we're doing**
- **what we are doing well**
- **what we can do better**

## We'd love for you to get upgraded We'd love for you to get involved

We held a communications and event planning day in June so you should be finding out what is planned shortly. For first sight look at the web page [www.cipd.co.uk/branch/merseyside](http://www.cipd.co.uk/branch/merseyside)

This is only the starting point. We plan to improve our communication with you so we can have a great dialogue.

Please help us to help you by getting in touch, coming along to an event, giving us feedback on your needs and letting us know how we're doing.

We'd love to hear from you.

Krista Powell Edwards,  
Branch Chair



## Psychometric Testing - Level A and B

**Dates: 4th and 5th, 11th & 12th, 18th November 2006 (5 day course).**

**Start time: 9:30am Finish time: 4:45pm  
Delegate Cost: £1,200.00**

**Due to demand from CIPD members, we have successfully arranged Psychometric Testing Level A & B exclusively at the Holiday Inn South, Chester.**

This event will cost £1200 for a maximum of 12 delegates including lunch – this is a saving of at least £400 and is achieved because of your CIPD Communications Group negotiation skills to get the best for our members by bulk buying. Remember, there's an additional saving for you in terms of time and travel.

One of the longest established independent psychometric training companies in the UK will be delivering the above organised by your CIPD Chester, North Wales and Merseyside Communications Group.

### The course will include the following:

- The pre course work is straightforward – downloading on line modules (either as hard or soft copy), and completing interactive and diagnostic online workbooks. Delegates can work at their own pace, in their own time, and will only need to set aside about 15 hours for this element of the training.
- Days 1 and 2 of the workshop focus on level A where delegates work on a range of "live" case studies, interpreting data and producing written and verbal feedback. They are also required to role play a test administration session which provides individuals with a combination of theory and practical application.

- Days 3 and 4 cover the personality test, what the scales are measuring, what the data means and how it can be translated into narrative.
- Day 5 is given over to feeding back personality data, both written and oral. Delegates are required to give face to face feedback on this element of the course. There is also an element of post course work for level B – writing personality reports for evaluation. Once the standard has been reached delegates are certificated and are eligible to apply to the BPS for certification.

The provider will offer support during all phases of the training and as an ongoing service.

Training courses are verified by the British Psychological Society (BPS), and training programmes include their core competencies. Additionally training is recognised by all UK test publishers and, once qualified, delegates can access an extensive range of test materials.

Payment is required in full 2 months prior to the event and 12 people are needed to run this exclusive event so please ensure you book promptly.

Lunch and refreshments will be provided for you on all the 5 days.

**To book a place please log on to:  
[http://www.cipd.co.uk/branch/merseyside/\\_events](http://www.cipd.co.uk/branch/merseyside/_events)**

**For further information please contact your web editor Griff Owens: [griff.owens@btopenworld.com](mailto:griff.owens@btopenworld.com) or 07880-521-704**

*Go on you know you want to!*

# CHANGING ROLE OF HR

Recent CIPD research has suggested that there are profound uncertainties about the future of the HR function. Line managers are increasingly taking on the frontline people management tasks that HR used to do, with the remaining areas being automated or outsourced. These changes in part reflect the business pressures (eg increased globalisation, cost pressures, economic uncertainty) facing organisations today and the need for HR functions to respond.

**David Ulrich, Professor of Business at the University of Michigan, writing in the Harvard Business Review (Jan/Feb 1998) even asked:**

## **“Should we do away with HR?”**

Luckily for HR professionals, Ulrich went on to suggest that rather than abolish HR the answer was to create a new role and agenda for the function which moved away from traditional HR specialisms and activities, and similarly moved away from a function that was typically seen as reactive, transaction-based and principally concerned with employee's needs.

**Instead, the new role needs to reflect changing requirements being placed on HR, whereby:**

- HR functions are increasingly being asked to articulate how they contribute to the wider business strategy and needs
- They are required to provide data regarding HR investments and returns
- They need to be able to better define and manage the value generated by the HR processes within the organisation.

**As a result, a number of the traditional personnel skills might no longer be relevant. Instead, HR professionals will be required to:**

- Take on a much more strategic role that focuses on the needs of the business
- Interact with other business functions much more closely – by acting as “strategic business partners” with senior and line managers in strategy execution
- Act as change agents, supporting and shaping processes and culture to improve an organisation's capacity to change.

The CIPD's HR survey: Where we are, where we're heading (2003) confirmed that this move was already well underway: one in three senior HR professionals already saw their role as one of strategic business partner, whilst one in four recognised themselves as change agents. Additionally, over half of the respondents were looking to be strategic partners in the future.

In other words the responsibility of the HR function is shifting away from the implementation of personnel policies and practices to supporting and providing advice to line managers on a consultancy basis.

This does not mean that the various traditional HR roles and practices will disappear totally, rather their relative importance will change and evolve depending on the political, legislative and intellectual climate of the time and the organizational needs and culture.

For the immediate future, the change agent and business partner roles seem likely to grow in importance. Also, as areas such as risk management, corporate social responsibility, employer branding are being seen as increasingly important to organisations' success, HR should consider what contribution they can and should make to these agendas. Finally, there will continue to be a part of the function which, if it is not about implementing rules and legislation, is about ensuring that line managers are enabled to do so competently.

The CIPD has recognised that the issues facing the HR function are significant, including impacts on skills and capabilities required of individuals working within the HR function. We have recently embarked upon a major new piece of research to try to help address some of these emerging issues, which will include both case studies and interviews. Interim findings from this two-year research study will be available this Autumn, and we will ensure that we continue to disseminate the findings as they emerge. If you want more information on this project or have any other comments about the changing shape of the HR function, please feel free to contact me.

**Vanessa Robinson, Adviser, Organisation and Resourcing, CIPD**

**Email: [v.robinson@cipd.co.uk](mailto:v.robinson@cipd.co.uk)**

## **SPECIAL INTEREST GROUP for Trainers**

Following several planning meetings and attendance at the recent Branch Planning Day, we are now a well established group with a programme of events for 2006 open to all members, not just trainers. At the moment we meet once a month, except August and December, and vary the venue from Chester to Warrington – please look out for our meeting dates and details on the website and in Update and come along.

Our first two events set a high standard as we explored the use of energisers and icebreakers in March and identified our favoured Belbin Team Role with Robin Lilley

of Coca Cola in April. The events are highly participative and active as well as interactive with plenty of opportunities for networking and personal development.

Topics of future events include how HR needs training managers to use staff competences and emotional intelligence. So hopefully, there is something for everyone, but if not tell us what you would be interested in and if it is related to training the group will do their best to oblige.

Contact for the group is Lynn Maple:  
[lynn.maple@btinternet.com](mailto:lynn.maple@btinternet.com)

*Roy and Eileen proudly present their team's free standing tower at the 'Belbin' event organised by the SIG for Trainers in April.*



# AGMS - TRUE OR FALSE

In May our branch held its Annual General Meeting. You will have been aware of it by seeing the nomination form and notice in Update and on the web site.

We have over 4000 members in this branch and only a fraction of them are active – i.e. go to events or contact us. Less than 30 attended the Branch AGM in May.

## Why should you attend?

- Every branch member can attend the AGM,
- Every branch member can stand for any committee role (some roles require you to be chartered members)
- It's your opportunity to raise questions, query the accounts, and check on progress.
- Every member has the opportunity and right to ask and challenge.
- It's a key way of measuring our performance.

To get you started, here's a quiz about what the AGM is about and what it's not

1. If I attend the AGM I have to go on a committee
2. The AGM spends all its time on receiving reports
3. The AGM is only for Chartered members/fellows
4. Students aren't welcome
5. Everyone will sit around in cliques
6. The food is rubbish
7. I'll be the only new face
8. I won't understand what its about
9. I can't get involved – it's a closed shop
10. The branch doesn't want anyone challenging the status quo

**Answers – All the above are FALSE**

We have a new vice chair and new treasurer this year – so we have a mix of new blood, fresh ideas and experience.

My thanks to outgoing officers, Pauline Brown, Sheila Gibson, Mari James and Raymond Lloyd Jones. Thank you for your time and input.

Krista Powell Edwards, Branch Chair



## Chester AGM

At their AGM on 17th May Chester Group announced that 2005/06 has been a very productive and positive year for the group, with increased membership numbers and a growing number of student members from the local colleges.

This year has also seen the collaboration with CMI, with a joint event on coaching, attracting over 90 people.

The Chester group are really looking forward to 2006/07 with lots of new and exciting events planned and, of course, running the very popular Employment Law Seminar with Phil Bramhall in November.

Following the AGM business section, the second half of the meeting took the theme of a pub / HR quiz, with 8 teams battling to win the CIPD quiz trophy. Congratulations to Pete Fryer, Victoria Tiller and Val Croft, team name HR R US, who were this years winners. A high level has been set for next years AGM Quiz.

The Chester group would like to thank all committee members for their continued support and enthusiasm for all Chester meetings and events and look forward to welcoming everyone back to the Bishop Lloyd Palace for its meeting on Wednesday 6th September 2006 at 6.30pm



## Liverpool Group AGM

The AGM for the Liverpool Group was held at the Merseyside Police HQ Building on 10 May. The meeting was combined with an employment law update, presented by Phil Bramhall and was an extremely successful event. As usual, Phil delivered an informative and practical employment law update that was very lively, with lots of questions and interaction from members.



The event was well attended, with more than 30 members in attendance. Dave James was re-appointed as Chair and Jan Newland as Secretary. Mary McOnie and John Grace were voted on as joint treasurers and Carol Pilgrim and Nicola Kelly as joint events co-ordinators. Thanks to Phil Bramhall and Merseyside Police for their support



# Questions & Answers

**Q I am about to inherit some employees with a business I am buying, when can I make amendments to the terms and conditions of transferring staff?**

**A** Since TUPE 2006, it is now possible to make amendments to terms and conditions of transferring staff, but only where the principle reason for the variation is an economic, technical or organisational (ETO) reason entailing changes in the workforce. In some insolvency situations, it is also possible where variations are agreed with appropriate representatives. It is still not possible to change for the purposes of harmonising terms with those of existing employees. Bizarrely, the law requires employers to terminate the employment of the transferring employees, and then immediately offer to re-engage them on the new terms and conditions, if they wish to simply harmonise their terms and conditions. However, this gives rise to the risk of unfair dismissal claims. Of course, if the variation has nothing to do with the TUPE transfer, it will not be automatically unfair, but it would still need to be justified and handled fairly.

**Need advice regarding World Cup staff queries?  
Go to [www.acas.co.uk](http://www.acas.co.uk) and follow the link.**

## Welcome to our new Vice Chair

Hi everyone, my name's Marie and I'm the new Vice Chair for the Branch. I've been a member of the CIPD for 7 years now, just over a year as a Chartered Member. I work as Head of Workplace Learning for the Campaign for Learning, a national charity with an office in Birchwood, Warrington.

My first real brush with the Branch was the Planning Day back in March. I was swayed both by the thought of having a say in what events we host during the year as I mainly deal with strategic HRD and feel there isn't that much on offer for me and, if I'm honest, by the promise of good bacon butties! I was delighted with everyone's drive and enthusiasm, and at the ideas that were discussed for new special interest groups; I also volunteered to be a member of the new Communications Group.

With the approach of the elections, I asked Julie (Cotton) for details of what each role would require. I liked the look of the Vice Chair's post, found people who would support my application, got my form in – and here I am! It's great that I'm partnered with an experienced Chair in Krista whilst I learn the ropes, as I can see there's a steep learning curve on the cards.

There's so much scope for change, so if you too would like to help shape the future of the Branch or have topics that you would like to see on the events list, please get in touch as I'd love to hear from you. My email is the best way to contact me, on: [measom@cflearning.org.uk](mailto:measom@cflearning.org.uk) or my mobile on: 0777 9091243.

**I look forward to seeing you soon!**



## Isle of Man Group

Below is a summary of an article written by Nick Yates, journalist on the Isle of Man Examiner, who was invited to attend a recent presentation. The event drew a record attendance of 95 people.

### Why Changes in Employment Law Need to be Made.

A packed house of HR professionals heard about the latest developments in the Employment Bill at a Chartered Institute of Personnel Development (CIPD) meeting at Keyll Daree last week.

Government officials Sue Strang, government equality adviser, and Jonathan Clague, employment law policy officer, spoke about the changes to be introduced and employment law specialist Chris Brooks, an advocate with Mann & Partners, highlighted eight of the most important areas for employers to watch out for.

Mr. Clague said the bill was required since the existing employment bill from 1991, no longer met social expectations. He said changes in UK legislation had widened the gap with the Island and changes in Manx legislation were required to address the discrepancy.

Mr. Clague said a good example of the inadequate laws in place was that a business would fall foul of sexual discrimination laws when dealing with a pregnant employee before encountering any maternity rights issues.

Mr. Brooks said the key areas of the bill that employers should be wary of employment contracts, staffing levels, work permits, grievance procedures, unlawful deductions from wages, whistle blowing and unfair dismissals. He advised all employers to review employment contracts and check they were appropriate and in line with new requirements.

Key Areas of the Bill include:-

- The fact that tribunals could now award two to four weeks' wages for failure to provide written particulars for employment.

- The fact that 10 existing rights remain unchanged. 10 other rights are strengthened and 18 new rights are introduced. It will also have the effect of amending 10 other acts.

- The introduction of a requirement to provide unpaid leave for antenatal care and maternity leave of up to a year. This is unpaid leave, but the employee will be entitled to accrue all other benefits during the period and return to the same job.

- The bill will allow unpaid paternity leave of two weeks and adoption leave. Employees must have been employed for six months to qualify.

- In the case of adoption, fathers can choose to take the maternity leave and mothers the paternity leave.

- Future regulations for part-time workers would be no different than for full-time and there would also be protection for contract workers with a formal employment contract.

- The bill empowers a tribunal to award four weeks' wages if unlawful deductions have been made from an employee's account.

- A minimum of four weeks holiday leave would become mandatory in the bill, with the definition of a week dependent on the hours/days worked in a normal week.

- Eight new grounds for unfair dismissal would be introduced in the bill and employees working without a work permit would still be entitled to rights of unfair dismissal and unlawful deduction of wages.

The bill is currently waiting for Royal Assent in the UK, which may take up to three months. Employers will be given a lead in time to adjust to the legislation once it reaches the statute book.



Faculty of Business and Law

## Professional Qualification and CPD opportunities

### Certificate in Business Management – Gain Licentiate Membership of CIPD

A one-year part time programme business and management qualification, which covers the CIPD Leadership and Management syllabus. Successful completion gives licentiate membership of CIPD and entry to the MA Personnel and Development programme.

### MA Personnel and Development – Gain an MA at the same time as Grad CIPD

A two-year part time programme, which is accredited by CIPD, it is open to those who have completed the CIPD Leadership and Management programme. Successful completion leads to Graduate Membership of CIPD and the MA qualification.

### MA Strategic Human Resources – Top up your professional qualification, gain an MA

A one year programme designed for experienced HR practitioners who are corporate members of CIPD, you will attend for three, two-day blocks followed by six action learning sets to support the development of your dissertation. Successful completion leads to the award of MA Strategic Human Resources.

Further information is available from Melanie Earle – Programme Administrator tel: 0151 231 3800 email: [blwpg@livjm.ac.uk](mailto:blwpg@livjm.ac.uk)

# Events Diary

SEPTEMBER 2006

## Monday 4th

**Event:** Trainers SIG Emotional Intelligence Event  
**Speaker:** Andrew Newton  
**Venue:** Ramada Jarvis Hotel, Whitchurch Road, Chrisleton, Chester, CH3 5QL  
**Time:** 6:30pm  
**Cost:** CIPD Members Free. Non-Members £10.00  
**Contact:** Lynn Maple, Email: Lynn.maple@btinternet.com

## Thursday 21st

**Event:** St Helens & Warrington SIG.  
The Balanced Scorecard. How many organisations are now using the balanced scorecard model to manage their business. Discover how it can help businesses to measure their success and keep them on track  
**Speaker:** David Porter  
**Venue:** Padgate Campus, Chester University, Fearnhead, Warrington, WA2 0DB  
**Time:** 6.30 p.m. for 7.00 p.m. start  
**Cost:** Free Event  
**Closing Date:** Monday 18th September 2006  
**Contact:** Cathy Blades, Email: cathy@blades2001.fsnet.co.uk

## Tuesday 26th

**Event:** St. Helens & Warrington SIG Employment Law Event  
**Speaker:** Phil Bramhall  
**Venue:** Daresbury Laboratories, Warrington, WA4 4AD  
**Time:** 6:30pm for 7:00pm start  
**Closing Date:** Friday 22nd September 2006  
**Cost:** Non-Members £40.00 + VAT. Members and CIPD students with CIPD membership number 2006/7 £35.00 + VAT  
**Contact:** Cathy Blades, Email: cathy@blades2001.fsnet.co.uk

**All Bookings to be made via the  
online booking system on:  
[www.cipd.co.uk/branch/merseyside/events](http://www.cipd.co.uk/branch/merseyside/events)**

## It has never been easier to Upgrade!

Don't worry this doesn't mean that standards have lapsed, it's the process I'm talking about! So, for those of you who haven't bothered, why not pull the application form off the website and apply.

First of all – you need to be a Graduate of CIPD – this means that you have passed all the parts of the professional development scheme. If you are a graduate then you send your CV with the application form for upgrading.

The form is really simple, the first page sets out the criteria for membership or fellowship, then a series of questions guide you through.

The form asks for a sponsor – this should be someone who knows you well, ideally your manager or a client you have worked with for some time. The sponsor no longer needs to be a member of CIPD.

### So what happens to the form?

Panels sit on a monthly basis at Wimbledon to review applications. They assess each application against the criteria set out in the form.

If you are a graduate who is applying to go straight to Fellow – they will assess you against membership first and then move on to look at whether you qualify for Fellowship.

### Is there any way I can improve my chances of getting upgraded.

What you must ensure is you give the panel sufficient information to make the decision. They need to decide whether you meet all the criteria.

### Don't forget:

**Membership** – requires 3 years experience at managerial level. (2 years must be in a purist HR or Development Role). Any years as an administrator do not count. You should be at a level where you are providing advice and guidance to managers.

**Fellowship** – requires 10 years experience, culminating at strategic level (7 years must be in a purist HR or Development role and you must be in a purist role at the time of applying!) Generally you should have held a strategic role for around 2 years.

If you are a consultant or trainer, then you need to show the level you are working at.

Your CV needs to give sufficient information about your experience. If your CV is not detailed it can help to show a job description or just a list of duties carried in your role.

Many applications are referred simply because there is insufficient evidence there to make a decision – the panel can only decide on what they can see!

Remember that at both levels you are claiming managerial level of experience (although it is often the case, especially at membership level, that you do not have the word manager in your title). Think about this when claiming experience since if you have just 3 years for Membership or 10 years for Fellowship – did you really start at management level on Day 1? It is likely that you would have some experience in the profession to build up to this – in effect, it is likely you will need more than a bare 3 or 10 years!

### Can I get help with this?

Yes – I am happy to cast an eye over applications and advise on their suitability or discuss any concerns.

Please feel free to ring on: **07947 817755** or at home in the evening on **01928 719139**. If you just want me to check over the application then email to:

**[cathy@blades2001.fsnet.co.uk](mailto:cathy@blades2001.fsnet.co.uk)**

I cannot guarantee you will get upgraded, but I have attended a number of panels and advised for many years now so can usually spot where extra information might be required.

I am looking to hold some clinics later in the year, ie: November and February. If you are interested in attending, please email me to let me know.

The process is simple, but I know sometimes people just prefer that bit of reassurance – please let me know if you feel this would be useful.

Good luck  
Cathy (Blades)

**BRANCH**

BRANCH CHAIR Krista Powell Edwards 01978 753026 (h/w)  
 Krista@humanistics.org.uk

**EVENTS & COMMUNICATIONS GROUP**

CONTACT Griff Owens 01248 362516  
 griff.owens@watkinjones.com

**CHESTER SIG**

CONTACT Karen Cregan 01244 375444 (w)  
 k.cregan@chester.ac.uk (w) ext 2044

**EUROLINX SIG**

CONTACT Pauline Brown 01244 317772  
 eclipseexecutive@btconnect.com

**LIVERPOOL SIG**

CONTACT David James 0151 228 0888 (w)  
 0151 722 2258 (h)  
 djames@msdp.org.uk (w)  
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**NORTH WALES HR NETWORK SIG**

CONTACT Marilyn James 01492 877083  
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**ST HELENS & WARRINGTON SIG**

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 Jan Sherlock 07951 282446  
 Jan.sherlock@ntlworld.com

**TRAINERS SIG**

CONTACT Lynn Maple 07810 163527  
 lynn.maple@btinternet.com

**CPD CONTACTS**

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 Nadine Taylor 07763 651120  
 taylornay@yahoo.co.uk

**PAGE SPECIFICATIONS AS FOLLOWS:**

Full page: 230 x 174 mm Full page £1000 + vat  
 1/2 page portrait: 230 x 84 mm Half page £550 + vat  
 1/2 page landscape: 112 x 174 mm  
 1/4 page 112 x 84 mm Quarter page £350 + vat

We do not publish advertorial copy (see advertisement costs per page which will apply).

**INSERTS**

Single page flyers will be inserted at £400 + vat. Inserts, over 90gsm will be £450 + vat. 2 sheet inserts, (4 sides) will be £800 + vat. There will also be a limit placed on the number of inserts allowed within each edition, therefore it will operate on a 1st come 1st served basis. Please ensure you book your insert or advertisement directly with the Editor who will confirm costs and deadlines.

Circulation currently stands at 4000+. We require you to provide 4500 copies of your insert. Delivery details will be confirmed by the Editor or Branch Administrator at the time of booking. Please note:- inserts and advertisements must arrive by the deadline to guarantee insertion. Editorial reserve the right to delay distribution to members if required.

**Special prices for CIPD members**  
**For a competitive quote and quick turn around on print, design and production of advertisements or inserts contact: Melanie MacNab or Natasha Alaimo at Enlighten on Tel: 01625 855980 Fax: 01625 856941 Mobile: 0776 2432099 email: natasha@enlightencommunications.co.uk**

**Copy deadline: articles, contributions and bookings for inserts and advertisements must be received by Friday 28th July 2006.**  
**Contact: Marie Easom**  
 E-mail: updateeditor@yahoo.co.uk  
 Tel: 0777 9091243

Branch Website:  
<http://www.cipd.co.uk/branch/merseyside>

Organisations or individuals wishing to write copy for the UPDATE must respect the following guidelines:  
 Articles must reflect research, novel approaches, best practice and be of sufficient depth to be of interest to our membership. Anything pitched at the subject area of the Professional Qualification Scheme (excluding option modules) is unlikely to warrant publication unless it meets the above criteria.  
 We require copy to be sent via e-mail or on disk, with hard copy back-up provided as Microsoft Word or text document. Company logos & images must be provided as Illustrator eps or Jpeg files.

**Update schedule for 2006/7**

**Recommended Deadlines for articles**

Friday 28th July 2006  
 Friday 27th October 2006  
 Friday 26th January 2007  
 Wednesday 25th April 2007

**Delivery to members**

Friday 8th September 2006  
 Friday 1st December 2006  
 Monday 5th March 2007  
 Monday 4th June 2007

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