



Annual report 2006–07





Introduction

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

The CIPD in 2006–07

It's been another busy and productive year for the CIPD. We've had a good year. We're doing more – and we're doing it better.

We exist to develop and promote good practice in the management and development of people. The stronger relationships we're constantly building with our members represent one way we can achieve this. We now have over 130,000 members. Of these, 48,000 have met the rigorous standards of chartered membership, the kitemark of proficiency in the field of people management and development. Our members engage with us and network with one another in many different ways.

We seek to make our work accessible, useful and relevant through our website, our training and conference programmes, our magazines, books and other publications, our branches, special interest forums and our online communities. We're also more actively engaging with large employers to ensure we can best serve the needs of the organisations where so many of our members work and apply their skills.

Thought leaders

For this engagement to bring about better practice, it's important that we remain thought leaders in our field. Each year, we commission and conduct a substantial programme of practically focused research on the management and development of people. Through our website, our relationships with the media and Government, and innovations like our free monthly podcasts, we make a vast quantity of this information available to line managers and anyone involved in the management and development of people.

On the basis of our research over many years, we know that, through better people management, organisations in all sectors can improve their productivity and performance. Our mission is to help deliver on that potential for the benefit of the organisations our members work for, the wider economy and the public good.

Introduction

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

In the past year, our work has included significant research into the crucial role played by line managers in translating people management policies into practice, a detailed examination of the challenges organisations face in managing talent, guidance on the role of employer branding in addressing recruitment and retention difficulties and advice on the best ways to align learning interventions with business objectives.

Supporting professionals

Our qualifications are widely accepted as ‘must haves’ for people management and development professionals. In the last 12 months, over 12,000 people signed up to study for our professional qualifications, either directly with us or through one of nearly 300 CIPD-approved providers of learning. There’s been particularly strong demand for our suite of certificate-level qualifications.

But we’re far more than a provider of qualifications. We aim to be the ‘must belong’ professional body for all those involved in the management and development of people. In delivering the information, learning and networking opportunities, qualifications and other services we provide, we’re supporting people management and development professionals and their line management colleagues to do their jobs better at whatever stage they’ve reached in their careers.

Our work ensures that more people experience the good management that equips them to do their jobs better and to deliver superior performance for the organisations they work for. We do this by adding to and acting on an evidence-based, systematically learnable body of knowledge that we make available to all those with an interest in the management and development of people.

Introduction

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

Investing for the future

Our consistent membership growth, our enduring relationships with our members and the success of our commercial activities put us in a position of strength. We run our professional institute as a successful business. That enables us to invest in strategic projects and member services, develop our commercial activities and set ourselves stretching targets for further growth in membership and even better performance in the future. All of this means we're well placed to continue to deliver on our mission to lead in the development and promotion of good practice in the management and development of people.



Building relationships

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

When people join the CIPD, they're beginning a relationship with us that we're committed to sustaining throughout their careers. We strive to ensure members can get from us what they want, whenever they want it. Some join us at the start of their careers when they're studying for our qualifications. Others join us at different points in their HR careers, coming to us for learning and development, support, advice and information resources when they need us. And even more come to us as they move from another business discipline into an HR role. Many line managers also join us, recognising that, by becoming CIPD members, they're better equipped to fulfil their responsibility for the people they manage.

Our members, our customers and the wider public engage with us in so many different ways. We run formal qualification programmes, training courses, conferences, exhibitions and specialist forum events. We have an active branch structure that provides a valued local point of contact and engagement with the CIPD for our members. In the past year, our branches have run nearly 700 events in their local areas, covering issues such as employment law, organisational change, pensions and corporate social responsibility.

Online engagement

The most frequent means by which our members engage with us today is online. In recent years, we've invested heavily in improving the quality, depth and relevance of the information we provide online. That investment has paid off and justifies our continued investment. Over 300,000 visits are made to our website every month. Analysis of the way visitors use our site tells us that they're actively engaging with the wealth of materials we have to offer. We measure usage of different resources so that we can meet the needs of visitors to the site better in the future. We're experiencing record levels of downloads of our detailed research, guidance and practical tools. Nearly 90% of all CIPD members have registered on the CIPD website to benefit from the full range of the services available there. Over 110,000 people have registered to receive our weekly CIPD update email, which contains a round-up of the latest news and information resources available to help with their work. This email is available free to anyone with an interest in the management and development of people, with many subscribers from outside CIPD membership.

Building relationships

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

Our online communities have established themselves as a vibrant and highly successful forum for professional networking and knowledge exchange. They allow members to ask questions and exchange information with one another, which provides them with a valuable sounding board on the issues and challenges they face in their working lives. Every month, the communities are visited over 21,000 times, with over 500 people, on average, making an active contribution. These are impressive figures for a professional online forum and reflect the extent to which our members trust and rely on the relationships they have with the CIPD and, through us, with their fellow professionals.

We're continuing to invest to ensure the website remains the first port of call for a growing number of people who share our desire to improve the management and development of people. We're working hard to ensure that users of our website and people searching the whole world wide web are quickly and easily able to find the precise information they want from the vast array of resources we have available. To help do this, we're developing our specialist subject pages covering different aspects of the profession. And we're also bringing in RSS feeds – enabling users of the web site to be updated whenever new information is added to particular sections of the website.

Customer service

Our website is an important means of engaging with our members – and, for many, it's their first choice. But we also continue to invest in our contact centre so that any of our members or customers who need to contact us by phone or by email can be assured of a prompt and personal reply from a member of our team trained to deal with their enquiry. We set ourselves high standards for replying swiftly to all communications, and we meet those standards.

During the year we made some changes to the way in which we operate the CIPD Employment Law Helpline. With investment in new call management systems this popular service for members is now taking an average of 1,500 calls per month, with all calls being answered promptly.

Building relationships

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

Working with employers

Our relationships with employers represent an increasingly important part of what we do. Our primary focus is on providing superior services and support to our individual members. But most of our members apply their skills on behalf of their employers, so we need to understand and serve their needs too. We're working hard to embed our Professional Standards in employers' own HR learning and development programmes. By doing this, we can make sure that, when people meet internal learning and development targets, they're also demonstrating how they meet the CIPD Professional Standards – and receiving the recognition from us they deserve. In the past year, we've met with over 80 large private and public sector employers, between them employing more than 20,000 people management and development professionals. Employers we're currently working with include IBM, Marks & Spencer, the Department for Work and Pensions and KPMG.

Working with learning providers

Our relationships with the business schools, colleges, universities and training providers that deliver CIPD approved qualifications are also important to us. They're the first point of contact between many new studying professionals and the CIPD. We want to be able to support them through their chosen route to qualification, to be on hand to advise them as they progress their careers, and to ensure their relationship with us is of maximum benefit to them from the very beginning. So it's essential to our success that we have strong relationships and high levels of mutual understanding with these providers. We're now implementing plans to build even stronger and more effective relationships with our partners in the delivery of high-quality courses and qualifications.

We've also increased the number of centres that are licensed to recommend students with the necessary experience to become a Chartered Member for upgrading as soon as they have secured their qualification. The 31 centres that are now licensed in this way have tutors trained to assess the relevance of prior experience, ensuring suitably qualified students are able to become Chartered Members without delay.

Building relationships

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

Member satisfaction

We regularly conduct customer satisfaction research among our members. We've now added an online survey to allow us to track our performance more consistently and to respond better to our members' needs. The latest feedback shows our members believe that we're performing well in the areas they see as most important – setting standards for the profession and ensuring their consistent application; carrying out research; and producing guidance, advice and practical tools. We're rated highly when it comes to providing services and membership benefits relevant to our members' careers. And overall satisfaction with us, as our members' professional body, is high. While we're pleased with our performance, we're not complacent. We track this data so that we can constantly improve the service we offer.



Learning networks

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

The CIPD is, above all, a learning network. Or, more precisely, a collection of learning networks. Through our diverse activities, we seek to provide our members with unrivalled opportunities to learn from and share experiences with their peers and other acknowledged experts in the field of people management and development, and to draw on our authoritative information resources, evidence and guidance that supports them as they seek to improve continuously.

Rigorous assessment against our highly regarded Professional Standards ensures that chartered membership of the CIPD is recognised as the mark of the thinking performer, someone who has mastery of a comprehensive body of knowledge and practice, is proficient in applying it in business and up to speed with current developments. Our extensive array of qualifications at different levels, and covering a broad range of specialisms, enables professionals to maintain, develop and enhance their knowledge and capacity to do their jobs.

Professional qualifications

In the past year, over 12,300 students signed up for our professional qualifications – working with a training provider, university or college, full- or part-time, through distance learning or professional assessment. There has been particularly strong demand for our suite of certificate-level qualifications.

We rely on our large network of approved providers of learning to deliver our professional qualifications to our studying members. Nearly 300 centres now offer our qualifications programmes. We have 210 providers of our certificate programmes and 128 at full Professional Development Scheme (PDS) level – the completion of which secures Graduate membership of the CIPD, and, once sufficient management experience can be demonstrated, leads to chartered membership. We also have a Professional Assessment of Competence (PAC) route to membership targeted at more experienced professionals. This route is currently available through 18 approved centres and leads directly to chartered membership.

Learning networks

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

International demand

Our qualifications are not only offered in the UK and Ireland. They also attract international demand. Our centres offer qualifications in 15 countries outside the UK and Ireland, including the Gulf States, Russia and the Cayman Islands. In response to growing demand, we plan selectively to extend our range of internationally available learning and routes to qualification, working with partners who can uphold our standards and support our requirements for membership.

The CIPD has received a positive assessment from the Qualifications and Curriculum Authority (QCA) following its recent post-accreditation monitoring of our certificate qualifications portfolio. The QCA commended the robust and effective quality assurance systems implemented by the CIPD. We're delighted that the QCA has recognised the Institute's commitment to providing high-quality qualifications for people working in the field of people management and development.

During the past year, we've also become one of five awarding bodies piloting the new qualifications for those teaching in further education or who are responsible for delivering Learning and Skills Council funded work-based learning programmes such as Modern Apprenticeships. The Certificate in Teaching in the Lifelong Learning Sector (CTLTS) will lead to Associate Teacher Status and students will be eligible for Associate membership of the CIPD.

New certificate programmes

The CIPD directly delivers a wide range of other certificate programmes tailored to specific parts of the people management and development role or related fields. During the year, our commercial operation developed ten new certificates catering for a range of experience and interests. Two new certificates in HR and training administration have been introduced for those at the early stages of their careers. Our five new CIPD advanced certificates in learning and development and our new postgraduate certificates in career and talent management and in organisational consulting are ideally suited to senior practitioners looking to build their expertise as part of their continuing professional development. The new CIPD Certificate in Managing People has also been developed specifically for line managers and is focused on the people aspects of a manager's role. We now offer a total of 24 certificate programmes for direct delivery by the CIPD. In the past 12

Learning networks

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

months, 1,400 people have attended one of these programmes. We've increased our use of technology in many of our programmes, with the provision of our Learner Support Site and the soon to be introduced 'Virtual Classroom'.

Conferences and exhibitions

Our conferences and exhibitions provide another vibrant learning and networking opportunity. Last year, over 14,000 people attended our conferences and events – including our established annual conferences, our conferences in Ireland and Scotland and the new series of spotlight conferences we launched on topical issues.

Our Annual Conference & Exhibition 2006 in Harrogate attracted over 6,000 people through the doors over the three days. The conference featured more than 100 speakers, ranging from some of the world's leading academics and HR gurus to top-class, front-line professionals working in people management and development across the public and private sectors. Keynote addresses were delivered by Renee Mauborgne, Marcus Buckingham, Rob Goffee and Gareth Jones. We also finalised plans to move the annual conference and exhibition from its traditional dates in October to a new place in the diary in September. The 2007 conference will be the first to take place in this new slot, which has been chosen to remove the regular clash with school half-term holidays.

HRD, our annual learning and development event, attracted nearly 6,000 people to the 2007 conference and exhibition in April. This was the first year that HRD was held at ExCeL London, allowing better integration of the conference and exhibition and therefore providing a better experience for conference delegates, exhibition visitors and exhibitors alike. Highlights among the impressive array of speakers included Bruce Tulgan talking on the development of a new generation of talent, and George Kohlrieser sharing the lessons on leadership he'd learned from an exciting career in hostage negotiations. Other speakers included Heather Rabbatts, Executive Chairman of Millwall Football Club and Executive Director of the Bank of England, and Greg Dyke, former Director General of the BBC. Plans are well underway for the CIPD to host the World Congress of the World Federation of People Management Associations (WFPMA) alongside HRD 2008 in April of next year. That will provide an opportunity for our members to engage with colleagues from around the world to discuss our global profession and for us to promote the enormous contribution that people management and development makes to the global economy.

Learning networks

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

Other highlights from last year's conference programme included:

- presentations by Nick Read, Chief Executive of Vodafone UK; Martina Milburn, CEO of the Prince's Trust, and Adrian Moorhouse, former Olympic Gold Medallist and Managing Director of Lane4, at the first CIPD leadership conference which took place in June
- the launch of the latest findings from the CIPD's in-depth research on talent management at a new conference focusing on the issue. The conference also included case studies from Google; the Carphone Warehouse; Surrey County Council and ABN AMRO
- the successful introduction of a new Recruitment Exhibition in June at Olympia, alongside our existing HR Software Show
- the launch of a new series of spotlight conferences, the first four of which focused on absence management, stress and the role of line managers, flexible working, and diversity
- presentations by the NHS Leadership Centre, BP, Jaguar and Land Rover, KPMG, Co-operative Financial Services and Post Office Ltd at the Coaching Conference, which included two update days focusing on cutting-edge coaching techniques and building your organisational coaching capability
- the CIPD's conference in Ireland, Ireland's biggest management conference, run last year under the theme "The new world of work". Speakers included Anne Heraty, Chair of the Expert Group on Future Skill Needs, CIPD Vice President Neil Roden and Ray Gammell, Director of HR, Ulster Bank Group.

Branches and forums

Our research and policy team also runs a number of professional forums. These enable members with particular interests and information needs to network with others who share these interests and to benefit from the latest research and learning in this area. The forums cover Reward, Recruitment, Counselling and Career Management, International HR, and Public Sector HR. Between them they held over 25 events last year, attracting nearly 1,000 delegates. Highlights included an event on employer branding with speakers from Virgin Atlantic and Marks & Spencer, a talk by Dr Reuven Bar-On on emotional intelligence, and a sell-out event on international reward.

Learning networks

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

Our branch network provides a powerful local element to the learning networks we operate. Across the 48 branches, nearly 700 events were organised last year. These included learning events focusing on the key professional issues on our members' agendas, events to help student members as they progress through their courses, events to assist members seeking to upgrade to chartered status and other networking and social events. As these are all organised locally, on a voluntary basis by our members, they're well designed to reflect the interests and priorities of members in their local areas.

Short courses

We're also a provider of a successful suite of short courses and certificate programmes. Last year, we ran 516 public courses, attracting more than 6,500 individual learners. Our successful portfolio of employment law courses accounted for 164 of these courses and over 3,000 of the delegates.

In addition, through our In-Company Solutions service, we provide tailored in-house training and quality-assured expert consultants to organisations to help them meet business challenges. We delivered more than 500 courses in this way, reaching over 5,000 delegates. Nearly 10% of these courses were delivered to international businesses and institutions in 15 countries across Europe, Scandinavia and the Middle East. We're ideally positioned to respond to and develop further these international opportunities. Over two-thirds of our in-house courses were related to increasing the people management and development skills of line managers and one-third of this segment was employment law training.



Thought leadership

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

The CIPD is committed to leading the development and promotion of good practice in the field of the management and development of people. We produce research that's relevant to today's and tomorrow's workplaces. We ensure our research is based on evidence, not speculative opinion, and that it's translated into practical advice and guidance for our members and the wider management community.

In the past year, we've produced 47 research and survey reports. Each year, we produce four major annual benchmarking survey reports on:

- reward
- learning and development
- recruitment, retention and turnover
- absence management.

In addition, our quarterly Labour Market Outlook survey report provides the most authoritative set of tracking data for the UK labour market, accurately reporting current trends and predicting future ones.

All these survey reports, available free from our website, provide our members, policy-makers and the wider business community with authoritative information on which to build their actions and future plans.

Research highlights

Our surveys form only a small part of our wider research programme, in which we focus on the key developments, challenges and opportunities facing people management and development professionals. Highlights from last year's research programme included:

- the continuation of our substantial programme of research into the crucial role played by line managers in putting policy into practice in the management and development of people. This work included guidance on the role of line managers in learning and development, reward and the management of stress. Organisations we've worked with in conducting the various research projects and developing guidance have included the John Lewis Partnership and the Ministry of Defence

Thought leadership

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

- a new project examining the ways organisations are wrestling with the challenges of employer branding. Our guide will offer practical advice drawing on the experiences of a variety of organisations, including the Royal Bank of Scotland, Tesco, Deloitte and Touche, Swansea Council and Kings College Hospital
- new research examining in detail the challenges surrounding talent management – an issue fast moving up the priority lists of HR directors and CEOs. Case studies have included Google, Gordon Ramsay Holdings, and the London and Quadrant Housing Trust
- research into the value of learning – examining the alignment of learning with business objectives, and the role of assessment and evaluation of learning. The research draws on the experience of organisations including Christian Aid, Clifford Chance, the Football Association and Dublin City Council.
- a new three-year partnership with MLab, the Management Innovation Lab at the London Business School co-founded by Professors Gary Hamel and Julian Birkinshaw, to explore the whole area of innovation in management. As founding members of the project, we'll benefit from research outputs specifically tailored to the priorities of CIPD members
- our contribution to a major pan-European research report, The Future of HR in Europe, conducted by the Boston Consulting Group on behalf of the European Association for Personnel Management (EAPM) during the time Mike McDonnell of CIPD in Ireland was President of EAPM. A global version of the study is due to be published at the WFPMA Congress in London in April 2008.

Translating knowledge into practice

A key part of our mission is to translate our research findings into practical advice and support for people management and development professionals and their line management colleagues.

This year we've added more new factsheets in one year than ever before. We now have an up-to-date library of 135 factsheets, all available free to visitors to our website. We've also enhanced our online information resources for members in Ireland, including the addition of more employment law information.

Thought leadership

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

For our members, we also added six new tools to provide thorough practical guidance on issues they face in the workplace and how to deal with them. Topics covered by our new tools include assessing and reporting on the value of learning to your organisation, managing and reducing bullying at work, and the practical role played by reward in supporting diversity. We now have a total of 23 practical tools available free to our members via the website.

We also introduced, for the first time, a regular monthly podcast. Available free to all visitors of the website, each edition examines a topic of current interest in people management and development, based on interviews with leading practitioners and other experts. In the first year, interviewees have included Trevor Phillips, Chair of the new Commission for Equality and Human Rights talking on diversity, Greg Dyke, former Director General of the BBC talking on leadership, and Kevin Green, People and Organisation Development Director at the Royal Mail talking about the management of change. The podcasts have received positive feedback from members and have consistently made the top ten of the iTunes management podcast chart.

Books and subscription services

Our commercial publishing department plays a significant role in delivering on our mission to promote good practice in the management and development of people. We've continued to develop our successful toolkit series, which provides customers with everything they need to design, deliver and evaluate high-quality training courses and organisational development programmes. Five new titles were launched at our HRD conference and included *Talent Management and Succession Planning* and *Competencies*.

Our textbooks continue to do well, with new titles supporting CIPD qualifications and broader Masters, MBA and undergraduate programmes in people management and development related areas. New titles included *Human Resource Management in an International Context* and *Cross-Cultural Management*.

Our subscription-based portfolio continues to grow, offering blended paper-based and online updating information services on employment law, managing reward, and policies and procedures. We launched new products in learning and development and practical HR administration to continue to ensure that people management and development professionals are kept up to date and well informed.

Thought leadership

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

We now have over 148 titles in print, selling to over 12,000 individual customers. In the past year, we saw a significant increase in the licensing of digitised content to customers for use in virtual learning environments and other learning software.

We continue to sell translation and territorial rights for our publications across the world. This year we've concluded agreements that will see our works published in Spain, India, Poland, Romania, China and Turkey.

People Management

Our own magazine, *People Management*, is one of the most substantial and valued member benefits we provide. With an audited circulation of more than twice its nearest rival, the publication is by far the biggest magazine covering people management and development issues. It provides a fortnightly update on the latest news relevant to our members and their work and also contains consistently high-quality features, advice and guidance. Over the year, *People Management* tackled issues ranging from HR career paths, managing innovation, new strategic thinking and the latest forms of business partnering to leadership development, making change happen and the psychological contract. *People Management* is also the leading forum for advertising of jobs in HR, with nearly 2,500 jobs advertised in the past 12 months. Independent research confirms that it is highly valued and widely read – readers include not only our members but many of their colleagues and others with an interest in the field of people management and development. We're currently working to increase even further the quantity and accessibility of news and information available through the *People Management* website.

We also publish *Coaching at Work*, which keeps subscribers updated with the latest news and developments in workplace coaching. It is highly regarded in the coaching community and among the people using coaching to raise the performance of their organisations. The magazine picked up an award in Canada as the most outstanding publication in workplace coaching.

Thought leadership

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

Profile raising

Through the newspaper and broadcast media, we work to promote better understanding of people management and development issues among the wider business community and the general public. In the past year, CIPD research, comments and opinion secured an average of 300 mentions in the media every month. We appeared in the national newspapers an average of 23 times each month. Over the course of the year, we appeared on radio and television 155 times, up by more than 20% on the previous year. Issues that captured the media's interest included labour market trends and their impact on the wider economy; CIPD research into graduate attitudes to the workplace and reflections on the value of their degrees; the causes and effects of sickness absence and the effectiveness of line managers in supporting learning and development.

We're committed to using our research, expertise and the input of our members to ensure that people management and development issues are raised and taken seriously in the corridors of power.

In the past year, highlights of our work in this area have included:

- CIPD Employee Relations Adviser Mike Emmott participating in the UK Government commissioned Gibbons Review of employment dispute resolution, which foreshadowed the Government's abolition of the much-criticised Dispute Resolution Regulations
- meeting with Jim Murphy MP, then Minister of State for Employment and Welfare Reform, to discuss CIPD research findings on the labour market and to provide input from CIPD Chief Economist John Philpott into the minister's deliberations
- Alastair Darling MP, then Secretary of State for Trade and Industry, appearing on the platform of a joint CIPD/TUC event to launch new guidance on age discrimination. Mr Darling also used the platform to announce that the alternative dispute resolution regulations would be scrapped following a review of the impact they had had on business and employment relations
- George Osborne MP, Shadow Chancellor, speaking at an event to launch a new CIPD guide to flexible working in small firms. Later the same week, David Cameron MP, Leader of the Opposition,

Thought leadership

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

referred to the 'powerful messages' contained in our report as he announced new Conservative policy to extend the right to request flexible working to all parents

- the CIPD giving evidence before the House of Commons Employment and Skills Select Committee as part of its inquiry into the Leitch Review of Skills
- CIPD Chief Economist John Philpott being asked to be special adviser to the House of Lords European Union Select Committee on its inquiry into the EU Green Paper on Modernising Labour Law. He played a central role in drafting the committee's final report, *Modernising European Union Labour Law: Has the UK anything to gain?*



Building the future on solid foundations

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

The CIPD has set itself ambitious targets for the future. They will be stretching, but we start from a position of strength. Our total income for the year was £35.2 million, an increase of £1 million compared to the previous year. We achieved each of our financial objectives and, at the end of June, our general fund stood at £29.3 million.

Membership has grown consistently in recent years. We've improved retention, and continue to attract new members of the profession to the CIPD. But we're far from resting on our laurels. We've set ourselves a target of reaching 150,000 members by 2010, with a substantial increase in chartered members.

Our commercial businesses also continue to contribute significant funds to support our provision of services to members, our research, and the considerable efforts we make to promote good practice in people management and development to the widest possible audience. They're also a major channel through which we deliver services to the profession and the wider managerial market.

Ensuring continued growth

These commercial activities face pressures in a crowded market and from tightening budgets amongst customer organisations. In anticipation of this, we completed a comprehensive commercial review during the latter part of the financial year. We identified changes to the way we manage some outsourced services such as our contract for the production of People Management and for our conferences and exhibitions. We have also identified opportunities to expand our training courses, grow new markets and build on the strength of the CIPD brand to raise our effectiveness, coverage and financial return.

These changes are needed, both as a shock-absorber against short-term economic vagaries and so that we can continue to grow our services to the profession. Our effectiveness in the past has allowed us to build strong reserves to protect us against short-term pressures and to enable us to invest in strategic projects to ensure we continuously add to and improve the services we offer. We assign reserves to designated funds to cover specific priorities for future investment. Over the course of the year, we spent £2.1 million from these funds, mainly on IT developments, research and strategic priorities, leaving a total balance of £4.5 million at the end of June.

Building the future on solid foundations

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

Our current strategic priorities include getting closer to large employers, exploring international opportunities, managing more effectively our relationships with our approved centres and our studying members, and a number of forward-looking strategies for the development of the CIPD.

Delivering value for money

By running a well-managed, financially robust Institute, we are able to keep our membership subscription low while still making these investments in the future. It is a strategic objective of ours to deliver high value to our members for a relatively modest subscription. By investing carefully in the right projects, in our research and expertise, and in the delivery of a consistently high level of customer focus, we're able to stay ahead of the game. This is what ensures that we're able to offer much better value for money to our members than other professional bodies.

We continually seek to adapt and change to meet the needs of our current and potential members. We're working hard to review the routes to membership so that they maintain rigour and credibility while also reflecting the changing career paths and roles in the people management and development profession. We're also developing a new centre profiling project to enable us to better monitor and report on the performance of our partners who deliver CIPD qualifications, which in turn will enable prospective students to make more informed choices and help us manage risk better and report more effectively to external regulatory bodies.

We're also working to build closer relationships with the most senior members of the profession – tailoring events and networking opportunities for the leaders of the profession so that we continue to fulfil our commitment to supporting members at every stage of their career.

Building the future on solid foundations

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

A strong team

We've got a strong team to meet these many challenges. Recent additions to the team include the arrival of Mike Watts from the Cabinet Office as Professional Development Director, responsible for the Professional Standards side of the Institute's work. Sue Upton was promoted to become our Communications Director. Ian Saville, our Finance Director was appointed Commercial Director in May. And Linda Holbeche joined us from the Work Foundation as Research and Policy Director as the financial year drew to a close. They all form part of the strong management team, working with the Executive Board and governance bodies of the CIPD and taking responsibility for driving forward our ambitious plans for the future.

In April, Geoff Armstrong, Director General of the CIPD since 1992, announced his intention to retire from the Institute at the end of the next financial year, in June 2008. His early announcement has allowed us plenty of time to appoint a successor. A rigorous recruitment process is underway to find the right person to lead the Institute and the profession into the future.



CIPD people

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

We exist to promote good practice in the management and development of people. As an employer, we strive to be an exemplar ourselves and are proud of the contribution our people – whether staff or volunteers – make to the success of the CIPD. The crucial nature of that contribution drives us to work hard to recruit and retain the best people for the job. We invest in our people to develop the skills, capacity, motivation and positive working environment to equip us to shape the future successfully.

Our culture also plays an important role in eliciting the full potential contribution of people at all levels. If we are to be the agile organisation we aim to be, anticipating and successfully meeting the changing needs of our members and other customers, we need people who focus on the right things. That means people who take responsibility and use initiative in managing the customer relationship. It requires a 'can do' approach to innovation, adaptability and learning across functional boundaries. To achieve this, we foster a culture of customer focus, openness, communication, engagement and empowerment as core to the ways we behave.

Recruitment and retention

The CIPD employs 311 people – or 289.7 full-time equivalents. Of these, 95 work in senior or managerial posts. Twenty per cent of our staff work part-time.

Seventy-two per cent of our employees are female, including five of the seven directors reporting to the Director General; 2.6% report that they have a disability; and 10.9% report that they are from an ethnic minority.

In the past year, 109 people started new jobs with the CIPD – 29 of these were internal appointments and 80 joined the CIPD for the first time. A total of 48 of our existing staff took up new appointments either through promotion, secondment or internal transfer, compared to 26 in the previous year. Sixty-one people left the CIPD, up slightly on the 56 who left last year. Of the 61, seven were finishing short-term contracts and one retired.

CIPD people

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

The average length of service at the CIPD is 5.2 years. Nearly a quarter (22.5%) have worked for the CIPD for more than ten years and 39.2% of our staff have more than five years' service.

Turnover for the past year equates to 20.3%, including all starters and leavers – up from 18.4% last year. The CIPD conducts exit interviews and acts on the information they provide.

We regularly conduct an employee opinion survey to assess staff attitudes. Last year's survey was completed by three-quarters of our employees, and 83% said they were happy working for the CIPD – the third year in a row that this figure has increased.

The survey results were particularly positive in the sections relating to the CIPD as an organisation, working relationships, working conditions and training and development. Staff received detailed feedback, including departmental reports.

The survey highlighted the need to do more work in some areas, such as in simplifying our decision-making and other processes, how we work with each other across departments and how we apply our policies and procedures consistently across the business. Initiatives are in place to address the feedback received and we'll be repeating the survey during the current financial year.

Learning and development

Investing in our people is crucial to our ability to deliver our objectives. Last year:

- our 311 staff spent 1,151 days on formal, off-the-job training – 4 training days per full-time-equivalent member of staff – in addition to the extensive on-the-job learning opportunities and coaching that's provided in the normal course of our work
- we maintained our commitment to developing coaching skills in all our managers and supervisors. All new appointees to these posts are trained in coaching
- seventeen of our people were sponsored to start studying for professional qualifications

CIPD people

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

- ninety-one staff were provided with an allowance to cover courses or other activities that will contribute to their personal development
- a third phase of our Leadership Development Programme began in April, taking in a further 22 senior professional and managerial staff. There are now a total of 76 managers participating in the first three phases of the programme
- Leadership Development Programme participants took part in cross-functional projects designed to meet strategic objectives that encouraged them to engage with issues and colleagues outside of their day-to-day roles and to develop fresh perspectives on the challenges we're engaging with
- we continued our successful in-house customer service National Vocational Qualifications (NVQ) programme. A further eight members of staff began the programme, supported by trained internal assessors and mentors
- we invested in raising staff capability to support our digital marketing and communications strategy, which is crucial in meeting the information needs of our members
- we worked with all our managers to pull together departmental and corporate training and development plans to assist in the delivery of organisational objectives
- we were delighted to be one of the first employers to sign the Government's skills pledge, which commits us to encouraging and supporting all employees to achieve at least a full level 2 qualification – equivalent to five good GCSEs
- overall, we spent 4.1% of staff payroll on staff training and development, up from 3.3% last year.

Performance

Individual objectives for CIPD people are set to help meet departmental plans and objectives, which in turn contribute to the delivery of the CIPD's strategic plans. Performance against these individual objectives is reviewed annually, supplemented by regular interim reviews.

In addition to the performance review system, we operate a development review process. This enables staff to develop their skills in line with the objectives of the business.

CIPD people

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

Last year, we developed a set of core competences for assessing the performance and development needs of all CIPD staff. These competences cover business awareness, building relationships, continuous improvement and innovation, customer focus, problem-solving and decision-making and results-oriented behaviour.

The CIPD's balanced scorecard has now been operating for one year and is updated quarterly. It reports on core performance measures under the six headings of financial, membership, customer service, online performance, people, and public profile and influence. The scorecard enables all staff to follow performance in these key areas and to share responsibility for raising performance and achieving our strategic objectives.

Volunteer contribution

The CIPD also benefits from many people who give their time on a voluntary basis, and we are very grateful to them all. They include 15 members of the Board who are the CIPD's directors and trustees. We also have 7 vice-presidents and 48 branch council representatives, who, with the Executive Board, form the CIPD's Council. A further 30 people are involved in the Membership and Education Committee and its subcommittees. Over 100 people are members of upgrading panels and many more work at branch or national level to advance our Professional Standards. Members of the CIPD's Nominations and Professional Conduct Committee and the Professional Policy Committee also serve in a voluntary capacity.

In addition, more than 800 people serve on local branch committees. Branches provide a local professional network and are organised on a voluntary basis. The branches run events to support members in their professional development and upgrading, make links with centres offering CIPD courses and enable member networking.

On average, our volunteers spend ten days a year on their various voluntary CIPD activities, though many give much more than this.

We run formal induction events for all these people, and also provide ongoing training and development.

CIPD people

Annual Report

Introduction

Building relationships

Learning networks

Thought leadership

Building the future

CIPD people

Financial report

Board directors

Council members

Directors' recruitment and training

Vacancies on the Board are publicised through the Institute's *People Management* magazine, our website, our regular email update and through the branch structure. Directors are elected by Council or, if Honorary Officers, at the AGM. The Director General also serves on the Board. There are role profiles and competency requirements for Board and Committee appointments and processes for reviewing prospective appointments. There is a formal process of induction for new directors and committee members. There is also an annual development day at which the Executive Board reviews its effectiveness and seeks ways to raise its performance.



Financial report

Annual Report

Introduction

Career building

Networking

Research and profile

The strength to deliver

CIPD people

Board directors

Council members

Overview

Total income for the year was £35.2 million, an increase of £1 million compared to the previous year. One-third of our income came from member subscriptions, and most of the balance was from our training courses, conferences, publishing activities and other commercial activity operated through our wholly owned subsidiary, CIPD Enterprises Limited. Over the course of the year we spent £31.3 million on providing our services to members and the wider management community.

We achieved each of our financial objectives for the year. Member benefits, services and related support costs were fully funded from member subscriptions and the CIPD has sufficient reserves to meet at least one year's operating costs. After deducting the pension liability, our general fund stood at £29.3 million at the end of the financial year. We also assign reserves to designated funds to cover specific priorities for future investment. Over the course of the year, we spent £2.1 million from these funds, mainly on IT developments, research and strategic priorities, leaving a total balance of £4.5 million at the end of June.

During the year, the Institute amended its investment strategy to exercise more control over asset allocation. Following advice from our investment adviser, we have now adopted a strategy of using specialist fund managers for each class of asset. The asset allocation will be tracked by our investment adviser, with rebalancing decisions taken quarterly. The net gain on our investments in the past year was £1.8 million and their total market value at the end of the year was £18.4 million.

Our pension scheme deficit, as determined by the actuary under the FRS 17 Regulations, was £2.1 million as at 30 June 2007. This is a fall of £3.7 million compared to a year ago, largely due to an increase in the discount rate used to value the liabilities and a special funding payment of £1.5 million made by the CIPD in September 2006. The payment was made as part of a funding plan agreed with the Scheme Trustees. The plan also provides for further payments of £60,000 a year up to 2024 and a final payment, if necessary, of £600,000 in 2025; future member benefits accruing on a Career Average Revalued Earnings basis; and limited price indexation for future pensions in payment restricted to 2.5%. In addition, we introduced a salary sacrifice scheme for pension contributions. Thanks to these steps, we've been able to keep our defined-benefit pension scheme open to both existing and new employees.

Summary financial statements

Annual Report	Summary statement of financial activities for the year ended 30 June 2007	
	2007	2006
	£ '000	£ '000
Introduction		
Career building		
Networking		
Research and profile		
The strength to deliver		
CIPD people		
Financial report		
Overview		
• Summary financial statements		
Board directors		
Council members		
	Incoming resources	
	Charitable activities	
	To advance the management and development of people through:	
	Education and membership services	14,716
	Research, innovation and dissemination of expertise	93
	Branches	1,467
	Generating funds	
	Commercial income	17,210
	Investment income	848
	Total incoming resources	34,334
	Resources expended	
	Charitable activities	
	To advance the management and development of people through:	
	Education and membership services	(8,809)
	Research, innovation and dissemination of expertise	(5,414)
	Branches	(3,573)
	Cost of generating funds	
	Commercial expenditure	(14,995)
	Investment management costs	(108)
	Governance costs	(187)
	Total resources expended	(33,086)
	Net incoming resources	1,248
	Other recognised gains and losses	
	Net gains on investment assets	1,544
	Actuarial gains on pension scheme	1,800
	Net movement in funds	4,592
	Fund balances brought forward	23,049
	Net fund balances carried forward	27,641

Summary financial statements

Annual Report	Summary balance sheet at 30 June 2007		
		2007	2006
		£ '000	£ '000
Introduction			
Career building			
Networking			
Research and profile			
The strength to deliver			
CIPD people			
Financial report			
Overview			
• Summary financial statements			
Board directors			
Council members			
	Fixed assets		
	Tangible assets	12,262	12,783
	Investments	18,403	15,696
		30,665	28,479
	Current assets		
	Stocks of goods for resale	652	418
	Debtors	4,840	4,964
	Cash at bank and in hand	12,730	12,348
		18,222	17,730
	Creditors		
	Amounts falling due within one year	(12,930)	(12,784)
	Net current assets	5,292	4,946
	Net assets excluding pension liability	35,957	33,425
	Defined benefit pension scheme liability	(2,063)	(5,784)
	Net assets	33,894	27,641
	Funds		
	General fund	31,408	29,474
	Pension liability	(2,063)	(5,784)
	Net general fund	29,345	23,690
	Designated funds:		
	Building fund	1,485	1,617
	Information technology fund	789	719
	New learning fund	325	–
	Research and development fund	764	617
	Strategic initiatives fund	1,186	998
	Total designated funds	4,549	3,951
	Total funds (all unrestricted)	33,894	27,641

Summary financial statements

Annual Report

Introduction
 Career building
 Networking
 Research and profile
 The strength to deliver
 CIPD people

Financial report

Overview

- Summary financial statements

Board directors

Council members

Summary statement of cash flows

	2007	2006
	£ '000	£ '000
Net cash inflow from operating activities	416	1,680
Returns on investments	1,057	846
Capital expenditure and financial investment	(1,091)	1,348
Increase in net funds	382	3,874
Movement in funds placed on long-term deposit	670	9,800
Decrease in cash and bank	(288)	(5,926)

The summary financial statements were approved by the directors on 5 September 2007 and signed on their behalf by Vicky Wright, President, and Chris Garcia, Honorary Treasurer.

Summary financial statements

Annual Report

Introduction

Career building

Networking

Research and profile

The strength to deliver

CIPD people

Board directors

Council members

Summary directors' report

CIPD is established to advance the art and science of the management and development of people for the public benefit. It is the leading professional body in the United Kingdom and Republic of Ireland for all those specialising in the management and development of people.

The document in which this summary report is published contains an overview of the Institute's key activities and achievements during the year, including: membership growth; relationships with large employers; new research, guidance and online resources for our members and the wider public; a greater profile and impact for our research and other work; and our contribution to public policy.

This financial statement and directors' report gives a summary of the information contained in the directors' report and financial statements for the year ended 30 June 2007. The full statutory report and financial statements have been prepared in accordance with the Statement of Recommended Practice 'Accounting and reporting by charities' (SORP 2005). The report and financial statements were approved by the directors on 5 September 2007, have been audited and received an unqualified audit report and will be sent to the Charity Commissioners.

Our auditors RSM Robson Rhodes LLP merged their audit practice with those of Grant Thornton UK LLP with effect from 2 July 2007 with the successor firm being Grant Thornton UK LLP. As a result RSM Robson Rhodes LLP formally resigned as auditors on 20 July 2007. The directors appointed Grant Thornton UK LLP to fill the casual vacancy and a resolution for their reappointment as auditors will be proposed at the annual general meeting.

The summary financial statement is not the Institute's statutory accounts. For a full understanding of the results of the group you can access the annual review, statutory directors' report and financial statements on the web at www.cipd.co.uk/annualreport or obtain a hard copy from the enquiry team by calling 020 8612 6210 or emailing annualreport@cipd.co.uk

By order of the Board

Kristina Ingate
Secretary

5 September 2007

Summary financial statements

Annual Report

Introduction

Career building

Networking

Research and profile

The strength to deliver

CIPD people

Board directors

Council members

Independent auditors' statement to the members of the Chartered Institute of Personnel and Development

We have examined the summarised financial statements of the Chartered Institute of Personnel and Development. This statement is made solely for its members and to the fullest extent permitted by law we do not accept or assume responsibility to anyone other than its members for this statement.

Respective responsibilities of the Directors and Auditors

The Directors are responsible for preparing the summarised annual report in accordance with the applicable law. Our responsibility is to report to you our opinion on the consistency of the summarised financial statements with the full financial statements. We read the other information contained within the annual report and summary financial statements and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies within the summarised financial statements.

Basis of Opinion

We conducted our work in accordance with Bulletin 1999/6 'The auditors' statement on the summarised financial statement' issued by the Auditing Practices Board for use in the United Kingdom.

Opinion

In our opinion the summarised financial statements are consistent with the full financial statements of the Chartered Institute of Personnel and Development for the year ended 30 June 2007.

GRANT THORTON UK LLP

Chartered Accountants

Registered Auditor

30 Finsbury Square

London

EC2P 2YU

5 September 2007



Board directors

Annual Report

Introduction

Career building

Networking

Research and profile

The strength to deliver

CIPD people

Financial report

Overview

Summary of financial statements

Statutory report and financial statements

Board directors

Council members

Executive Board membership at 30 June 2007

Sue Adams Chartered FCIPD

Sue Adams runs her own business as an HR management consultant. She previously held HR director roles within the public and private sectors including the NHS, a charity and a government agency.

She has also been a non-executive director of North Area College in Stockport. She served as Manchester Branch Chair, Council representative and Branch Treasurer, and also on the national Membership and Education Committee.

She was elected to the Board by Council in May 2004 and in August 2005 was appointed to the Board of CIPD Enterprises Limited. She is a member of the Audit Committee.

Geoff Armstrong Chartered CCIPD

Geoff Armstrong is Director General of the Chartered Institute of Personnel and Development. Previously, he was a main board director of Standard Chartered plc and of the Metal Box Group, in both cases with international line and staff responsibilities.

For seventeen years he held a number of senior personnel posts in British Leyland, leading all negotiations in the BL Cars companies from 1979-1984. He is a trustee of the Dyslexia Institute and the Foundation for Management Education.

He is Immediate Past-President of the World Federation of Personnel Management Associations and is a Board Member of the European Association of Personnel Management. He is a member of the Professional Policy Committee, the Nominations and Professional Conduct Committee and the Investment Working Party.

Board directors

Annual Report

Introduction

Career building

Networking

Research and profile

The strength to deliver

CIPD people

Financial report

Overview

Summary of financial statements

Statutory report and financial statements

Board directors

Council members

Ken Boyle Chartered FCIPD

Ken Boyle has recently joined BP plc as HR Director for the North Sea. Previously he held various HR Director roles within the Rolls-Royce group, including responsibility for the professional development of the HR function, employee relations and management development.

Before this, Ken was Director of Human Resource Strategies for the Northern Regional Health Authority and Personnel Manager – Europe, Middle East and Africa for the Ingersoll Rand Company Ltd.

Ken is the CIPD's Immediate Past Vice President, Membership and Education, serving from 2003 to 2006. He is also a Visiting Professor at Nottingham Business School at Strathclyde University. Ken served on the Board whilst Vice President and was elected by Council to the Board in May 2006.

Chris Garcia Chartered FCIPD

Chris Garcia is Chief Executive of CN Resources a consulting business which works with a number of Regional Development Agencies and several government departments supporting their business growth and creative sector programmes. Chris is also actively involved in the field of creativity and new and emerging information and communication technologies.

Chris was previously Managing Director BNB MC&T Limited and prior to that a Partner at KPMG. Chris is also a non Executive Director of the Watershed Arts Trust Limited. He is a qualified chartered accountant. Chris was elected as Honorary Treasurer in October 2006 to serve for 3 years. As such he chairs the Audit Committee, is a member of the Professional Policy Committee, the Investment Working Party and the Remuneration Committee.

In the past Chris has held a number of branch roles. He has previously served on the Board as a Council elected Director and for many years was a Director of CIPD Enterprises Limited.

Board directors

Annual Report

Introduction

Career building

Networking

Research and profile

The strength to deliver

CIPD people

Financial report

Overview

Summary of financial statements

Statutory report and financial statements

Board directors

Council members

Geoff Hirst Chartered FCIPD

Geoff is an independent consultant. Initially a trainer he served subsequently as Personnel Director, SCM Chemicals and held various senior HR appointments in the retail and food sectors.

He is non-executive director of an adult and children's hospice and sixth form college and chairs the Council of a 2500 resident village.

He is an External Examiner at Middlesex University and a CIPD External Moderator. Geoff has been Humber Branch Chair and Council representative and active in the Northern Area Partnership.

He was elected to the Board at the May 2006 Council meeting. He is a member of the Audit Committee.

Frank Hogan Chartered FCIPD

Frank is People and Organisation Development Adviser, Royal Mail, Manchester.

He has held a range of senior operational, personnel management and industrial relations roles with Royal Mail. He has acted as principal consultant to Moscow International Post Office and in other international projects.

He is a director and trustee of Skylight Circus Arts, a charity.

He has served as Chair and as Branch Council representative for the Merseyside, North Cheshire and North Wales Branch.

He was elected to the Board by Council in May 2004.

Board directors

Annual Report

Introduction

Career building

Networking

Research and profile

The strength to deliver

CIPD people

Financial report

Overview

Summary of financial statements

Statutory report and financial statements

Board directors

Council members

Robin Jordan Chartered CCIPD

Robin is currently Senior Partner, robin jordan associates and an assessor for the Commissioner of Public Appointments in Scotland.

He was previously Head of Workforce Planning and Head of Pay and Benefits at Britoil. He has also held senior personnel roles at Collins Publishers and Ferranti Scotland.

He was elected to the Board in 1997, elected by Council as Chair, Executive Board, in 2003 and re-elected in 2006. As Chair, he is a member of the Professional Policy Committee, Remuneration Committee and Investment Working Party.

Michael Kelly Chartered FCIPD

Michael is an Associate Dean in the Executive office of Leeds Metropolitan University, where he acts as an internal consultant.

Michael was until recently Deputy Dean of the Faculty of Business and Law, Leeds Metropolitan University. Prior to entering academic life, he had ten years industrial experience in sales and HR with the Pilkington Group.

He is a QAA academic reviewer and institutional auditor and a member of the Association of Business School's Programmes committee.

Michael joined the Board when he was elected Vice President, Membership and Education in October 2006. He Chairs the Membership and Education Committee and is a member of the Professional Policy Committee.

Board directors

Annual Report

Introduction

Career building

Networking

Research and profile

The strength to deliver

CIPD people

Financial report

Overview

Summary of financial statements

Statutory report and financial statements

Board directors

Council members

Brid O'Brien Chartered FCIPD

Brid is the Human Resources Director for Meteor Mobile Communications Limited, a wholly owned subsidiary of eircom Group plc. Prior to this she has worked with Viking Components Europe, Eagle Export (Ireland) Limited and General Electric.

She holds a BA and MA in Human Resources and in addition to this a postgraduate diploma in Financial Management from the Association of Chartered Certified Accountants (ACCA). Since 1995, Brid has played an active role in the CIPD in Ireland and contributes to best practice in the field of Irish employee relations. She is the immediate past Chair for the Republic of Ireland.

She was elected to the Board by Council in May 2006. She is a member of the Audit Committee.

Jo Reynolds Chartered FCIPD

Jo runs her own coaching and management consultancy business. Previously with Eli Lilly & Company, the global pharmaceutical manufacturer, she held several senior HR roles across the business. Joining Lilly as a salesman, she became Sales Manager for Elizabeth Arden, then owned by Lilly, before moving into HR.

Formerly Director Trustee with the charity Relate and other local community charities, she currently supports the Prince's Trust as Trainer and Business Mentor to the Trust's clients.

Jo served as Branch Chair and Council Representative for Central Southern Branch from 2004-2007.

Jo was elected to the Board by Council in May 2007.

Board directors

Annual Report

Introduction

Career building

Networking

Research and profile

The strength to deliver

CIPD people

Financial report

Overview

Summary of financial statements

Statutory report and financial statements

Board directors

Council members

Dean Royles Chartered FCIPD

Dean joined United Lincolnshire Hospitals NHS Trust (ULH) in October 2007 as Director of Human Resources and Communications. ULH has a turnover of £320m pa and has 7000 staff. In this role Dean is responsible for maximising the individual and collective contribution of staff in ensuring high quality patient care.

Prior to joining the Trust, Dean was Deputy Director of Workforce for the NHS at the Department of Health. There he was responsible for the development of workforce strategy in the NHS and social care.

He joined the Department of Health in April 2003 as Head of HR Capacity for England. He was responsible for developing a national HR Strategy for the NHS and delivering a programme of activity to support the NHS HR function. He also had responsibility for the European Working Time Directive and supporting the delivery of the Gershon Productive Time targets.

Dean was previously the first HR Director at East Midlands Ambulance Service following its creation in 1999. Prior to this, he worked at Chesterfield Royal Hospital and has also worked in Human Resources in a Community Trust. He started his HR career working in Industrial relations in a Local Authority. He is a visiting fellow at the University of Northumbria.

Dean was elected to the Board by Council in May 2005.

David Slingo Chartered FCIPD

David is currently Chief Learning Officer within an NHS Trust. Prior to this he operated an HR consultancy specialising in change management and learning strategy. He has worked in a range of industries covering most aspects of HR at Board and operational levels.

David is a Director of Buckinghamshire Economic Partnership and has been Chair, Workforce Development Group, Buckinghamshire Lifelong Learning Partnership.

Board directors

Annual Report

Introduction

Career building

Networking

Research and profile

The strength to deliver

CIPD people

Financial report

Overview

Summary of financial statements

Statutory report and financial statements

Board directors

Council members

He was previously an External Examiner at Buckinghamshire Chilterns University College. He is a member of the Vice Presidents Panel, Learning, Training and Development, the National Upgrading Panel and has been on the National Steering Committee for the Recruitment Forum. David has held a number of branch roles, including Branch Chair and Council Representative.

He was elected to the Board by Council in 2002, re-elected in 2005, and is also a member of the Audit Committee.

Richard Wilson (Lord Wilson of Dinton) Chartered CCIPD

Richard Wilson originally qualified as a barrister but joined the Civil Service as Assistant Principal in the Board of Trade in 1966. He subsequently served in a number of departments including 12 years in the Department of Energy where his responsibilities included nuclear power policy and the privatisation of Britoil. He was in charge of personnel and finance from 1982 to 1986 when he moved to the Cabinet Office to run personnel management policy for the Civil Service. He was promoted to head the Economic Secretariat under Mrs Thatcher from 1987 to 1990. Then, after two years in the Treasury, he was appointed Permanent Secretary of the Department of the Environment in 1992. He became Permanent under Secretary for the Home Office in 1994 and Secretary of the Cabinet and Head of the Home Civil Service in 1998.

Since retiring from the Civil Service in 2002, he has been Master of Emmanuel College, Cambridge. He is a non-executive director of BskyB, and also of Xansa, and became non-executive chairman of C Hoare & Co, the bankers, in October 2006.

Lord Wilson is past President of the Institute, having taken office in October 2004. He has been a member of the Executive Board since he became President Elect in October 2003. He chairs the Nominations and Professional Conduct Committee.

Board directors

Annual Report

Introduction

Career building

Networking

Research and profile

The strength to deliver

CIPD people

Financial report

Overview

Summary of financial statements

Statutory report and financial statements

Board directors

Council members

Vicky Wright Chartered CCIPD

Vicky began her career with line personnel management and industrial relations roles including with the UK Atomic Energy Authority and Imperial Group plc. She also worked as a Research Associate for the Local Government Training Board and as an advisor in the CBI before moving into consultancy. Her roles included Managing Director of Hay Management Consultants Limited, Worldwide Head of Reward Consultancy for Hay Group and Head of Performance and Reward for Ernst & Young. Vicky joined Watson Wyatt in 2005 as an associate as part of a portfolio with charitable and academic work.

Vicky became a member of the Executive Board following her election as President Elect in October 2005. She Chairs the Professional Policy Committee and the Remuneration Committee.



Council members

Annual Report

Introduction

Career building

Networking

Research and profile

The strength to deliver

CIPD people

Financial report

Overview

Summary of financial statements

Statutory report and financial statements

Board directors

Council members

Members of council as at 30 June 2006

Executive Board

Vicky Wright
President

Robin Jordan
Chair, Executive Board

Chris Garcia
Honorary Treasurer

Geoff Armstrong
Director General

Richard Wilson
(Lord Wilson of Dinton)
Immediate Past President

Michael Kelly
Vice-President Membership and Education

Sue Adams
Elected Director

Ken Boyle
Elected Director

Geoff Hirst
Elected Director

Frank Hogan
Elected Director

Brid O'Brien
Elected Director

Jo Reynolds
Elected Director

Dean Royles
Elected Director

David Slingo
Elected Director

CIPD Vice-Presidents

Janice Caplan
Vice-President, Learning Training and Development

Michael Rose
Vice-President, Reward

Michael Kelly
Vice-President, Membership and Education

Beverley Shears
Vice-President, Employee Relations

Martin Ferber
Vice-President, International

Neil Roden
Vice-President, Organisation and Resourcing

Martin Tiplady
Vice-President, Diversity

Council members

Annual Report

Introduction

Career building

Networking

Research and profile

The strength to deliver

CIPD people

Financial report

Overview

Summary of financial statements

Statutory report and financial statements

Board directors

Council members

Branch Council Representatives

Name	Branch
Bedfordshire and Milton Keynes	Colin Rodden
Birmingham	Catherine Simmonds-Malkin
Black Country	Nick Ioannides
Central London	Barry Hoffman
Central Southern	Engin Mustafa
Chiltern	Hazel Ponsford
Coventry and Warwickshire	Robert Chambers
Cumbria	Jean Pennie
Derbyshire and Nottinghamshire	Carollyn McDonald
Devon and Cornwall	Jenni Brady
Essex, Ipswich and East London	Samantha Mott
Gloucestershire	Jill Lang
Hereford and Worcester	Andy Falconer
Hertfordshire	John Stevens
Humber	Kate Plumb
Ireland	Sean O'Driscoll
Kent	Peter Cook
Lancashire	Gary Hewins
Leicestershire	Julia Pointon
Lincolnshire	Jennifer Johnson
Manchester	Dave Mettam
Merseyside, North Cheshire and North Wales	Krista Powell-Edwards
Mid and North Anglia	Richard Cowling
Mid Scotland	Joan Sumner

Council members

Annual Report		
Introduction	North East of England	Tony Leather
Career building	North London	Susie Leigh
Networking	North Scotland and Islands	Dave MacKintosh
Research and profile	North Staffordshire and South Cheshire	Sue Roberts
The strength to deliver	North Yorkshire	Janet Astley
CIPD people	Northamptonshire	Helen Askey
Financial report	Northern Ireland	John Mulholland
Overview	Shropshire and Mid Wales	Brian Harpham
Summary of financial statements	South East Scotland	Carole Symington
Statutory report and financial statements	South East Thames	John Campbell
Board directors	South East Wales	Harry Barton
Council members	South London	Brenda English
	South West London	Mary O'Shea
	South West Wales	Tim Jones
	South Yorkshire and District	Jenny Bristow
	Sussex	Gill Whensley
	Swindon and North Wiltshire	Kate Mills
	Tees Valley	Peter McLinn
	Thames Valley	Suzanne Ingham
	Wessex	David Gaines
	West London	Rita McGee
	West of England	Rick Glover
	West of Scotland	Sheila Lamont
	West Yorkshire	John Campbell Ricketts



Chartered Institute of Personnel and Development
151 The Broadway London SW19 1JQ
Tel: 020 8612 6200 Fax: 020 8612 6201
Email: cipd@cipd.co.uk Website: www.cipd.co.uk

Incorporated by Royal Charter Registered charity no.1079797