Introduction

This annual report spans a period of turbulence in the external world, and transition within the CIPD. The year has seen the credit crunch loom large, and increasing signs of a faltering economy – factors that will also have had an impact on the working lives of our members.

Against this backdrop we’ve performed well. We’ve seen membership continue to grow. We now have over 133,000 members, and we’ve welcomed our 50,000th chartered member.

Our commercial businesses continue to meet our targets to deliver the income needed to keep membership fees low, while also enabling us to deliver a range of quality services, research, advice and guidance for our members.

Meeting the needs of the profession

Many thousands have registered for our professional qualifications, attended our conferences and courses, and made use of the vast range of information and guidance we offer to our members and to others involved in the management and development of people. This wealth of resources ensures our website continues to go from strength to strength, attracting over 210,000 visitors every month.

We’ve now established strong and enduring relationships with over 100 large employers. These relationships provide new ways for us to understand and meet the specific needs of our members working in these organisations as they seek to increase the professionalism of their HR functions, while also better equipping us to meet the needs of the organisations as a whole.
Introduction

The future of HR

We also saw Jackie Orme join the CIPD as Chief Executive at the end of March. She took over from Geoff Armstrong, who retired from the Institute after over 16 years leading the organisation.

Under Jackie’s leadership, the CIPD has embarked on a period of transition. We’re reviewing what we do and how we do it, so that we can be sure we continue to add value for our members. We’re looking at ways to ensure we continue to lead the debate on the future of HR, and its role in shaping the future of the workplace. Fundamentally we’re looking to understand the changing needs of our current and future members, and the contexts in which they work, so we can remain highly relevant and deliver excellent service to the profession, now and in the future.

These are turbulent times. But for us, they are also interesting times, and times that offer great opportunities. We’re prepared to meet the challenges we face. And we’re committed to ensuring we’re providing what our members and the wider profession need to meet the challenges they face.
Our members are at the heart of all we do. Once again we finished the year with more members than ever before. We now have over 133,000 members. During the year we welcomed our 50,000th chartered member, and we finished the year with over 51,500 chartered members.

We’re constantly looking for ways to improve the service we offer to members. This includes the big things, like maintaining the professional standards needed to ensure membership of the CIPD continues to add value and command respect in the workplace, and delivering a programme of research that ensures our members have access to the latest thinking, facts, figures and examples of good practice.

But it’s also about the little things we can do to make life that bit easier. Like the new range of discounts for members we introduced this year on a wide range of products and services – from travel insurance and holidays to work shirts and gym membership. Or the flexible payments system we introduced this year to allow members to spread the cost of their subscription over the course of the year.

**Highly regarded qualifications**

As you’d expect from the professional body for the people management and development profession, learning is core to who we are and what we seek to deliver. Our qualifications, set against rigorous Professional Standards, are highly regarded by people management and development professionals and by their employers. This year, over 13,000 people have registered to study for one of our professional qualifications.

To deliver our qualifications, we rely on a network of centres, including colleges, universities and private sector providers. We provide many of our qualifications directly through our own commercial team. But there are also over 250 other centres accredited to deliver CIPD professional qualifications across the UK, Ireland and in 17 other countries around the world, particularly in the Gulf and emerging European economies.
Attracting the brightest and the best

We’re in the process of conducting a thorough review of our Professional Standards to ensure they remain both rigorous and relevant to the current and future needs of the profession. It is our role as a professional body to ensure we are attracting the brightest and the best into the profession, and equipping them with the capability to make a real difference to the organisations that employ them.

We’re also conducting feasibility testing on new routes to membership. For example, we’ve piloted a new assessment centre approach within a number of large employers, with the objective of making it more straightforward for experienced HR professionals to demonstrate that they have the necessary competences and experience to be accepted into membership.

Flexible learning

Flexible approaches to study for our qualifications are important for many modern professionals. We have offered flexible learning for many years now through our network of centres. This year, in addition to the support we offer to these existing centres, we began the process of identifying a centre to work with us to promote and deliver these programmes on a national basis. Once this process has been completed, we will be well placed to jointly promote flexible learning to a wider range of potential customers. We aim to make this means of studying for our qualifications more accessible to a wider range of professionals, at home and abroad, while ensuring we are able to deliver a consistently high-quality learner experience.

Courses and certificates

Learning at the CIPD is not just about the formal qualifications we deliver through our accredited centres. We’ve also got our own portfolio of short courses and certificates that we deliver ourselves. In the last year we offered over 150 different courses and certificates, attracting nearly 7,000 individual learners. This year we started offering a selection of our courses in Manchester, and we plan to begin offering courses in Birmingham in the next year, all as part of our efforts to maximise the accessibility of our services to our customer base.
Leading on learning

Our commercial operation now offers 18 certificate-level qualifications catering for different levels and specialisms within people management and development and related fields. Nearly 600 people have enrolled on one of these programmes in the last year. Our new postgraduate certificates in Career and Talent Management and in the Psychology of Organisational Development have proved popular, as have our new NVQs in HR and Training Administration.

The training services we offer on a bespoke basis to organisations have also had a successful year. We’ve delivered 700 tailored in-house training courses for a variety of employers. Through these courses we’ve reached over 7,500 delegates. We delivered in-house training courses to international businesses and other organisations in 13 countries across Europe, Africa, Asia and the Middle East. There was a 70% increase in the number of international opportunities we secured during the year, with our Management Skills and Learning and Development portfolios accounting for the bulk of the work.

Popular conferences and exhibitions

Our popular suite of conferences is another way in which we offer learning and networking opportunities. Over the last year over 14,000 people attended our conferences and exhibitions – including our annual conferences, our popular new series of topical spotlight conferences, and our conferences in Scotland and Ireland.

Celebrating our 60th year in Harrogate, our Annual Conference and Exhibition 2007 attracted more than 5,000 people over the three days. The conference featured more than 100 speakers, ranging from globally renowned academics and HR gurus to top-class professionals working in people management and development across the public and private sectors. Keynote addresses were delivered by Lynda Gratton from London Business School; David Fairhurst, Senior Vice-President People at McDonalds; Neil Roden, Group Director, Human Resources at The Royal Bank of Scotland; and the BBC’s Jeremy Paxman interviewing Greg Dyke and Gerry Robinson.
Leading on learning

During the year we also announced the move of the CIPD Annual Conference and Exhibition to Manchester from November 2009. The move follows extensive research with conference delegates and exhibition visitors, and offers improved domestic and international transport links and accommodation for those attending our flagship event. The new venue, Manchester Central, also offers state-of-the-art facilities that will provide the flexibility we need to develop the Annual Conference and Exhibition in the future.

HRD, our annual learning and development event, attracted over 5,000 people in April 2008. Highlights among the impressive array of speakers at the event included Beverley Alimo-Metcalfe, Professor of Leadership at the University of Bradford; Tim Smit from The Eden Project; Daniel Pink, columnist and author of *A Whole New Mind*; and Alastair Campbell, the former No. 10 Communications Director.

International profile

The year for our conference team also had something of an international flavour. Alongside HRD 2008, we ran the World Federation of Personnel Management Associations’ (WFPMA) 12th World HR Congress. This was a great success, attracting over 500 delegates from 76 different countries. Looking overseas, the team was also asked to support the Singapore Ministry of Manpower and Workforce Development Agency in the preparation of the inaugural Singapore Human Capital Summit programme. This provided real recognition of the CIPD’s experience in organising high-quality and successful conferences and events.

Closer to home, other highlights from the year included the introduction of new events covering a range of current topics. New conferences in the last year included Employer Brand and Employee Engagement, HR and the Role of the Line Manager, and the Changing HR Function. We ran some of these new topical one-day events in Manchester and Birmingham to improve access to our conferences for people living and working in the regions of the UK.

In Ireland, our annual conference in Kilkenny attracted 450 delegates to hear highlights including a panel discussion with Billy Kelleher, Minister for Labour Affairs and Peter McLoone, General Secretary of the Impact union. Our Irish Learning and Development Conference attracted over 250 participants, and more than 150 attended our annual Employment Law Conference in Ireland.
Leading on learning

The CIPD Scottish Conference 2008 in Dunblane heard from Dave Ulrich, Professor of Business at the University of Michigan; Richard Reed, co-founder of Innocent Drinks; and Nick Nairn, the Michelin starred Scottish celebrity chef. The strong line-up attracted over 600 delegates to the event.

Professional networking

Across our portfolio of conferences, in addition to providing access to top speakers and excellent learning opportunities, we were able to showcase some of the latest leading-edge CIPD research and also provide professionals attending the events with an expanded range of dedicated networking opportunities.

Our branch structure also provides a local focus for members seeking a professional forum in which to network, learn and share experiences. In the last year our branches have held over 850 events, covering everything from learning and development and employment law to recruitment and talent management. These are a valued means for many members to maintain their continuous professional development.
Research is an important part of what we do. It enables us to lead thinking, keep our members abreast of latest trends and developments, and gives us the material to provide practical advice and guidance to our members, and relevant learning as part of our professional qualifications. It also ensures we maintain our place as one of the foremost sources of expert comment and opinion on all matters relating to the world of work.

In the last year we’ve published over 40 new research reports and surveys. Some of our research highlights from the last year include:

- **Talent: Strategy, management, measurement** – the final report of this major project, which drew on case studies from organisations including Google, Derby City Council, Gordon Ramsay Holdings and Standard Chartered Bank.
- **Line Managers in Reward, Learning and Development**, examining and illustrating the vital role line managers play, with case studies including the Ministry of Defence, John Lewis Partnership and specialist publishers McGraw-Hill.
- **The Value of Learning: From return on investment to return on expectation**, which examined the way learning professionals are showing the value of what they do by demonstrating alignment with the business in case study organisations, including Christian Aid, Clifford Chance and Tesco Direct.
- Our latest research report on coaching, **Developing Coaching Capability in organisations**, featuring insights into practices and experiences in leading organisations, including Yell Group, the BBC, Metropolitan Police and Orange.
- **Employer Branding: A no-nonsense approach**, our new practical guide on this developing area of interest for HR professionals and their colleagues in marketing.
- **Managing Conflict at Work: A guide for line managers**, designed to equip managers with the skills to proactively manage disputes at work.
- **International Mergers and Acquisitions: How can HR play a strategic role?**, a report looking at HR’s involvement in merger and acquisition activity, based on a series of case studies and a large-scale survey.
- The UK highlights of a wider global leadership forecast – produced jointly with DDI.
Leading on thinking

Shaping the future

This year we’ve also begun work on a major new investigation into how organisations create and sustain high-performance working. Through *Shaping the Future* we aim to change the way we think about high-performance cultures, bringing business leaders and decision-makers with us. Over the next three years we’ll be studying high-performing organisations in depth, involving participants in action-learning sets and mass participation events to gain new insights into sustainable high performance and to actively drive change in organisations.

In June we published our first *Futures* report. *Futures* is a new series of publications aimed at business leaders, senior HR professionals and public policy decision-makers. Each report will look at an emerging issue of strategic importance for employers, presenting relevant, timely, robust and forthright analysis. Each *Futures* report will be backed up by debates online and at conferences and seminars. Our first report – *Leading through Uncertain Times* – looked at the impact of the economic downturn on HR leadership.

Benchmarking surveys

We’ve also published our regular annual surveys on reward management, learning and development, recruitment and retention, and absence management, as well as our quarterly labour market outlook, which provides a respected analysis of the latest state of the labour market.

Once again, our *Overview of Surveys: A barometer of HR trends and prospects*, produced by our Chief Economist John Philpott, proved to be extremely popular. The report provides a round-up at the end of each calendar year of all of our key trend data, together with predictions and analysis of the challenges and trends that the next year will bring. The report also proved popular with the national media.

Practical tools and factsheets

In addition we’ve produced six new practical tools on subjects including aligning learning to strategic priorities, learning and the line, and employer branding. There are now 27 practical tools available to our members via our website to provide detailed help with current issues they are dealing with in the workplace.
Leading on thinking

Our library of online factsheets, providing basic information on a wide range of subjects to anyone with an interest in the management and development of people, now covers 147 topics. This includes 11 factsheets on CIPD Ireland covering Irish employment law. We’ve published new factsheets this year, on subjects including mentoring, performance-related pay, SWOT analysis, aligning learning to the needs of the organisation, and voluntary benefits.

Online impact

The vast array of information and other resources available through our website helps to explain its growing popularity, both as a source of information, but also as an interactive means of engaging with us. In the last year we’ve had an average of over 210,000 visitors to our website every month. Those visitors have accessed our factsheets over 724,000 times, and have downloaded our surveys and reports over 200,000 times. Our online discussion forums, which allow members to ask each other questions and discuss current issues, have attracted over 18,000 contributions to well over 4,000 different subject threads. We’ve also added blogs to the website this year to provide current thinking and different perspectives on issues affecting the profession. We’ve continued with the podcasts we introduced last year, attracting over 7,000 listeners every month. New programmes in the last year included a look at employer branding, a discussion on the value of learning, and an interview with the editor of the Harvard Business Review.

Our research team also holds regular forum events, bringing professionals with an interest in particular issues together to have an input into our research, and to hear about our latest findings and insights. These forums held 26 different events during the last year, attracting over 850 participants.

Media profile

Our research, and the knowledge and experience of our expert team of advisers, provides the basis for our extensive media profile. In the last year we’ve appeared in the media an average of 240 times every month, including an average of 23 appearances in the national newspapers each month.

This media profile is another way in which we are able to promote good practice in the management and development of people, not just to our members, but to a far wider stakeholder group of people with an
Leading on thinking

interest in people management. The highlight of our media profile over the last year was consistently high-quality coverage across the national print and broadcast media of our quarterly labour market outlook, and our Chief Economist John Philpott's general commentary on labour market issues. Other issues that captured the media's interest included drug and alcohol misuse at work, findings from our annual reward survey on the death of the annual pay rise and on Christmas bonuses, and a series of developments in public policy including the extension of the right to request flexible working, proposals to extend new employment rights to agency workers, and the new Single Equality Bill.

Policy influence

Our research, our expertise, and the pivotal role played by our members in the implementation of government policy and related matters also gives us a direct voice in the public policy debate. We are working to make the most of this voice, delivering influence on behalf of our members in the corridors of power.

In the last year we’ve:

• engaged with the government review into extending the right to request flexible working, conducted by Imelda Walsh, HR Director at Sainsbury’s – we organised a delegation of senior CIPD members to meet with Imelda Walsh to discuss the options under consideration – giving our members a direct say in the development of the policy
• continued to be involved by government in discussions to find a suitable way forward on workplace dispute resolution – this follows CIPD Employee Relations Adviser Mike Emmott’s involvement in the Gibbons Review, which recommended the scrapping of the discredited Dispute Resolution Regulations
• conducted joint research with Acas and the Department of Business, Enterprise and Regulatory Reform into the operation of the new Information and Consultation Regulations – this research is designed to assess how the new regulations are working in practice
• initiated a joint research programme with the National Centre for Partnership and Performance in Ireland, examining the role of line managers in facilitating organisational change.

In addition, the director of CIPD Ireland, Michael McDonnell, was appointed Chair of Excellence Through People, Ireland’s national standard-setter for human resource management.
People Management

Our own magazine People Management provides us with a direct means of sharing thinking and promoting debate on the current issues dominating HR. The magazine, which is circulated free to all members, is consistently rated as one of the most valued member benefits we provide. It is more than twice as big, in terms of audited circulation, as any other magazine covering people management and development issues. 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.

During the last year the magazine has undergone a complete redesign to make it even more engaging, topical and relevant. A greater focus has been placed on news, while maintaining the consistently high-quality features, advice and guidance. Over the year, People Management has tackled issues ranging from cancer in the workplace to the impact of environmental issues and concerns on the HR profession. The magazine was also awarded the prestigious British Society of Magazine Editors’ Editor of the Year award for 2007.

The People Management website has also been redesigned during the year. It now provides better and more accessible news and information on a daily basis. Additionally, there are now weekly employment law updates, a faster and improved search engine, an archive of more than 16,000 articles and a blogs section.

As the leading forum for HR recruitment advertising, People Management carried over 12,000 jobs in the last year.

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.
Leading on thinking

Publishing and information provision

Our publishing department plays another significant role in our mission to promote good practice in the management and development of people. The team have had a particularly successful year.

We’ve continued to develop our successful toolkit series, which equips customers to design, deliver and evaluate high-quality training courses and organisational development programmes. New titles were launched at our HRD and annual conferences and included Negotiating, Influencing and Persuading, Organisational Development and Change and Coaching. These new titles and our popular existing catalogue contributed to significant sales growth.

Our textbooks continue to do well, with new titles supporting CIPD qualifications and broader master’s, MBA and undergraduate programmes in people management and development related areas. New titles included Human Resource Management: A case study approach and Strategic Human Resource Management.

Our growing subscription-based portfolio offers a mixture of regularly updated paper-based and online information services on employment law, managing reward, policies and procedures, and learning and development. These services are designed to ensure that people management and development professionals are kept up to date and well informed about important changes in the practices, laws and regulations that affect their day-to-day work.

In the past year, we’ve begun to offer more intranet-hosting of product content as well as multi-user licences. And 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 India, Poland, Ukraine, China and Romania. All this activity, and changes to the way we work, have all contributed to record revenues and a significant increase in profitability.
Over the last year, the CIPD has continued to perform strongly despite recent economic turmoil. The lingering threat of a recession poses potentially greater challenges over the year ahead. But the greater challenge still is to lift our sights to the horizon, and ensure we’re in good shape for the future.

We’re well placed to meet this challenge. Our financial position remains strong and secure. Our total income for the year was £39.4 million – an increase of more than 10%. We’ve met all of our financial objectives for the year. And our people, both staff and volunteers, are dedicated and committed to the CIPD and its work.

Under Jackie Orme’s leadership, we are committed to playing a leading role in understanding and mapping out the future of the HR profession. We are initiating work to look at what the shape of the profession will be, and how we can attract the very brightest and best into it.

As discussed elsewhere in this report, we’re continuing to review our Professional Standards to ensure their ongoing relevance. And we’re embarking on Shaping the Future, a major research project examining the levers that deliver sustainable high performance in organisations.

We’re also determined to ensure our voice is heard louder and more clearly by policy-makers and by the media. We’re identifying a small number of key target policy priorities, to ensure that our resources are focused and our impact is maximised around these chosen priorities.

Shared vision

In short, we are reviewing what we do now, and what we need to do in the future, to build on existing success. If we’re to continue to thrive, we have to know that we remain relevant to the needs and aspirations of our current and future members. We’ll be consulting widely with staff, volunteers, our membership and the wider HR profession to ensure we add maximum value for members and the profession in the future. Our objective is to ensure that we have a shared vision of what the CIPD exists to deliver, and that our customers are at the very heart of that vision.
Leading for the future

We’re also re-examining the channels we use to achieve our objectives. We remain an individual membership organisation. But we’re looking to build on our initial successes in establishing strong and enduring relationships with employers – like the ones we’ve already built up with Cisco, Lloyds TSB and the Cabinet Office. We’re making it easier for these organisations to access the support and resources they need from us. And we’re working to help many of them to professionalise their HR functions, and also to build and recognise the career progression of individuals within these functions. This work is also ensuring we’re better placed to understand and meet the needs of the profession, and to make a greater contribution to improving the management and development of people for the benefit of the wider economy.

International impact

In a similar vein, we are developing the international focus of our work. Many of our members increasingly find themselves operating across international boundaries, or for organisations based overseas. We also frequently find ourselves being asked to deliver courses and qualifications overseas. Against this backdrop of a changing world, we’re working to identify the opportunities we should seize, and to ensure we are delivering the relevant resources, services and geographical spread required, while maintaining a focus on where we can deliver maximum impact.
How we attract, retain and motivate the talented people we need is crucial to the delivery of our strategic objectives. We’re experts in the management and development of people, so it is important to us that we practise what we preach.

We invest time and effort in ensuring our managers are well equipped to manage, and are supported in identifying and meeting the development needs of their teams.

Our culture plays an important part in maximising the contribution of our people. This will be crucial at this time of transition, as we ask our people to be more responsive and agile to help us build on our successes and adapt to meet the changing needs of our members in the future. Our people tell us they’re engaged, committed to customer service, and satisfied with their jobs. We’re committed to ensuring we remain a great place to work.

**Recruitment and retention**

The CIPD employs 337 people – or 318 full-time equivalents. Of these, 121 work in senior or managerial posts. Seventeen per cent of our staff work part-time.

We monitor the profile of our staff:

- 73% are female, including the chief executive and five of the seven directors reporting to her.
- 1.5% report that they have a disability.
- 12.5% report that they are from an ethnic minority.

In the past year, 145 people started new jobs with the CIPD – 37% of these were internal appointments (compared with 27% during 2006–07) and 63% joined the CIPD for the first time. We’ve promoted or seconded 45 people in the past year and 65 people left the CIPD, up slightly on the 61 who left last year. Of the 65, nine were finishing short-term contracts, five did not return from maternity leave and three retired.

The average length of service at the CIPD is 5.7 years. Twenty per cent of our staff have worked for the CIPD for more than ten years and over a third have more than five years’ service.
Turnover for the past year equates to 19.9%, including all starters and leavers – down from 20.3% 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. This year’s survey was completed by 83% of our employees, and 85% said they were happy working for the CIPD – the fifth year in a row that this figure has increased.

Positive highlights from the survey included good customer service, management support and encouragement of staff to contribute business improvement ideas. We received a good response on internal communications too, but are also looking to do more in this area over the year to come.

**Learning and development**

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

- Our 337 staff spent 941 days on formal, off-the-job training – just under 3 training days per 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.
- Eleven of our people were sponsored to start studying for professional qualifications.
- Fifty-four staff were provided with an allowance to cover courses or other activities that will contribute to their personal development.
- A fourth phase of our leadership development programme began in April, taking in a further 23 senior professional and managerial staff. There are now a total of 87 managers participating in the programme.
- Seven members of staff successfully completed our in-house customer service National Vocational Qualification (NVQ) programme. They were supported on the programme by three internal assessors and one internal verifier, who also achieved their qualifications.
- Currently we have nine members of staff on either an IT or Business Administration NVQ.
CIPD people

Annual Report

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• Upgrades in computer systems required the retraining of all staff and we maintain ongoing training activities for web and digital applications to ensure we’re maximising the benefits to members of our investments in our website.
• We continue to work with our managers to produce departmental and corporate training and development plans to assist in the delivery of organisational objectives.
• Overall, we spent 2.7% of staff payroll on staff training and development.

Performance

Building on the six core competencies developed last year, we have now defined the behaviours expected at three broad levels, corresponding to our job banding structure. The descriptions accompanying these behaviours have helped managers to conduct both development and performance conversations, by setting out more clearly what should be expected at each level.

Performance reviews are where we set individual objectives for CIPD people, in line with organisation strategy, department plans and objectives, and where achievement against them is assessed. Our development reviews provide opportunities for discussions about future development to meet business objectives and individual needs.

The CIPD’s balanced scorecard provides quarterly feedback on our core business areas, and enables staff to keep up to date with overall performance and recognise their responsibility for achieving our strategic objectives.

Health and well-being

The CIPD is committed to the health and well-being of its staff. We offer a range of support services to promote good health, assist managers in dealing with health-related issues and ensure the working environment is supportive of staff needs.

We offer a telephone support helpline for staff, which is mainly used for non-work-related issues. The service covers everything from financial to relationship issues. By assisting with these issues, we’re able to help staff be happier and healthier, and therefore perform better in their work. Where appropriate, we also offer face-to-face counselling.
CIPD people

We offer flu vaccinations each year to all staff, have health awareness and assessment days, provide occupational health facilities and offer free life assurance and critical illness cover for those who are in our defined benefit pension scheme.

Sickness absence is monitored closely, with quarterly reports going to the senior management team. Managers conduct back-to-work meetings when staff have been off sick.

We also have a culture that is very supportive of flexitime and flexible working – which is seen by staff as beneficial to their well-being and work–life balance.

Over the past year we have developed our commitment to environmental issues, which is important to the CIPD as an organisation, but is also valued by the people we employ and others we engage with. We already occupy a building which we designed with the latest technology to make best use of natural light and energy.

Other environmental measures include:

- energy is supplied at a green tariff
- maximising our use of environmentally aware suppliers
- the recycling of plastic water cups into recycled pens, pencils, bags and other items
- recycling all our general waste to an energy plant based in Millwall, London, which supplements electrical power supplies to the London area
- shredding and recycling all our paper waste.

We’re committed to the reduction of our carbon footprint and minimising our impact as a company on the environment.
CIPD people

Volunteer contribution

We’re also grateful to the many people who give their time to the CIPD on a voluntary basis. This includes 15 members of the board, who are the CIPD’s directors and trustees, and 7 vice-presidents and 48 branch council representatives, who, with the 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, there are over 800 people who serve on local branch committees. Branches provide a local professional network and are organised on a volunteer basis. They run events to support members in their professional development and upgrading, make links with centres offering CIPD courses, and enable member networking. Members are also involved in facilitating our online communities and special interest forums.

We run formal induction events for all these people, and also provide ongoing training and development. On average our volunteers spend ten days a year on their various voluntary CIPD activities, though many give much more than this.
Financial report – overview

Despite the increasingly tough economic conditions the Institute's total income for the year grew over 10% to £39.4 million. Members’ subscriptions continued to make up over one-third of the total. The turnover from the Institute's commercial activities, which are operated through our wholly owned subsidiary CIPD Enterprises Limited, was particularly robust and exceeded £20 million for the first time.

Our total expenditure was £38.5 million. Our commercial activities accounted for £17.4 million, with the remainder spent directly by the Institute to provide high-quality services to members and to the wider community of employers and managers.

The Institute continues to be well funded and met the target of keeping sufficient reserves in the general fund to meet at least one year's operating costs. We also ensured that member benefits, services and related support costs were fully funded from member subscriptions. We have a policy of keeping £1 million in cash and readily available funds at any given time.

The general fund at 30 June 2008 was £24.5 million after deducting the pension liability. We also keep reserves as designated funds, which are set aside for specific future investment. The expenditure from these funds was £3.3 million during the year and the total funds remaining at the end of the year were £4.4 million.

The pension scheme deficit as determined by the actuary at 30 June 2008 under FRS 17 regulations showed an increase from £2.1 million to £7.1 million, having decreased by £5.2 million over the previous two years. This is consistent with similar experiences of other pension funds over the last year and reflects higher assumptions prevailing at 30 June 2008 for long-term inflation, the impact of expectations of higher life expectancy and the performance of the scheme’s investments over the year. Partly offsetting these factors was the movement in high-quality corporate bond yields, which increased the rate used to discount future liabilities.
Financial report – overview

During the year the Institute implemented its revised investment strategy. In order to exercise more control over asset allocation we now use specialist managers for each class of asset. The Institute seeks to maximise the investment return on assets while not investing in any assets that could put it at significant risk. Though the unrealised loss on investments for the year was £1.1 million, this fall was limited due to the success of the revised strategy in investing in a wider range of asset classes. The market value of our investments at the end of the year was £20.1 million and our investment advisers calculated that the portfolio’s performance over the year beat the relevant blended benchmark by 1%.
Summary financial statements

## Summary statement of financial activities for the year ended 30 June 2008

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<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
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<td><strong>Incoming resources</strong></td>
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<td>15,332</td>
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<tr>
<td>Research, innovation and dissemination of expertise</td>
<td>109</td>
<td>57</td>
</tr>
<tr>
<td>Branches</td>
<td>1,539</td>
<td>1,320</td>
</tr>
<tr>
<td><strong>Generating funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial income</td>
<td>20,315</td>
<td>17,464</td>
</tr>
<tr>
<td>Investment income</td>
<td>1,107</td>
<td>1,072</td>
</tr>
<tr>
<td><strong>Total incoming resources</strong></td>
<td>39,437</td>
<td>35,245</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Resources expended</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Charitable activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education and membership services</td>
<td>(10,085)</td>
<td>(8,734)</td>
</tr>
<tr>
<td>Research, innovation and dissemination of expertise</td>
<td>(6,638)</td>
<td>(5,772)</td>
</tr>
<tr>
<td>Branches</td>
<td>(4,163)</td>
<td>(3,393)</td>
</tr>
<tr>
<td><strong>Cost of generating funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial expenditure</td>
<td>(17,378)</td>
<td>(15,227)</td>
</tr>
<tr>
<td>Investment management costs</td>
<td>(53)</td>
<td>(75)</td>
</tr>
<tr>
<td><strong>Governance costs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(195)</td>
<td>(164)</td>
</tr>
<tr>
<td><strong>Total resources expended</strong></td>
<td>(38,512)</td>
<td>(33,365)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net incoming resources</strong></td>
<td>925</td>
<td>1,880</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Other recognised gains and losses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net (losses)/gains on investment assets</td>
<td>(1,086)</td>
<td>1,782</td>
</tr>
<tr>
<td>Actuarial (losses)/gains on pension scheme</td>
<td>(4,869)</td>
<td>2,591</td>
</tr>
<tr>
<td><strong>Net movement in funds</strong></td>
<td>(5,030)</td>
<td>6,253</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund balances brought forward</td>
<td>33,894</td>
<td>27,641</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net fund balances carried forward</strong></td>
<td>28,864</td>
<td>33,894</td>
</tr>
</tbody>
</table>
### Summary balance sheet at 30 June 2008

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td><strong>Fixed assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible assets</td>
<td>11,832</td>
<td>12,262</td>
</tr>
<tr>
<td>Investments</td>
<td>20,095</td>
<td>18,403</td>
</tr>
<tr>
<td></td>
<td>31,927</td>
<td>30,665</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stocks of goods for resale</td>
<td>284</td>
<td>652</td>
</tr>
<tr>
<td>Debtors</td>
<td>5,277</td>
<td>4,840</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>11,393</td>
<td>12,730</td>
</tr>
<tr>
<td></td>
<td>16,954</td>
<td>18,222</td>
</tr>
<tr>
<td><strong>Creditors</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts falling due within one year</td>
<td>(12,965)</td>
<td>(12,930)</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td>3,989</td>
<td>5,292</td>
</tr>
<tr>
<td>Net assets excluding pension liability</td>
<td>35,916</td>
<td>35,957</td>
</tr>
<tr>
<td>Defined benefit pension scheme liability</td>
<td>(7,052)</td>
<td>(2,063)</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>28,864</td>
<td>33,894</td>
</tr>
<tr>
<td><strong>Funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General fund</td>
<td>31,541</td>
<td>31,408</td>
</tr>
<tr>
<td>Pension liability</td>
<td>(7,052)</td>
<td>(2,063)</td>
</tr>
<tr>
<td><strong>Net general fund</strong></td>
<td>24,489</td>
<td>29,345</td>
</tr>
<tr>
<td><strong>Designated funds:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building fund</td>
<td>1,355</td>
<td>1,485</td>
</tr>
<tr>
<td>Information technology fund</td>
<td>436</td>
<td>789</td>
</tr>
<tr>
<td>New learning fund</td>
<td>575</td>
<td>325</td>
</tr>
<tr>
<td>Research and development fund</td>
<td>665</td>
<td>764</td>
</tr>
<tr>
<td>Strategic initiatives fund</td>
<td>1,344</td>
<td>1,186</td>
</tr>
<tr>
<td><strong>Total designated funds</strong></td>
<td>4,375</td>
<td>4,549</td>
</tr>
<tr>
<td><strong>Total funds (all unrestricted)</strong></td>
<td>28,864</td>
<td>33,894</td>
</tr>
</tbody>
</table>
### Summary financial statements

#### Summary statement of cash flows

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash inflow from operating activities</td>
<td>£558</td>
<td>£416</td>
</tr>
<tr>
<td>Returns on investments</td>
<td>£1,093</td>
<td>£1,057</td>
</tr>
<tr>
<td>Capital expenditure and financial investment</td>
<td>(£2,988)</td>
<td>(£1,091)</td>
</tr>
<tr>
<td><strong>(Decrease)/increase in net funds</strong></td>
<td>(£1,337)</td>
<td>382</td>
</tr>
</tbody>
</table>

- Movement in funds placed on long term deposit: (£1,470)  670
- Increase/(decrease) in cash and bank: 133  (288)

The summary financial statements were approved by the directors on 15 September 2008 and signed on their behalf by Vicky Wright, President, and Chris Garcia, Honorary Treasurer.
Summary directors’ report

The 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; 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 2008. 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 15 September 2008, have been audited and received an unqualified audit report and will be sent to the Charity Commissioners.

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 on 020 8612 6210 or annualreport@cipd.co.uk

By order of the Board

Kristina Ingate
Secretary

15 September 2008
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 2008.

GRANT THORNTON UK LLP
Chartered Accountants
Registered Auditor
Melton Street
Euston Square
London
NW1 2EP

15 September 2008
Board directors

Executive Board membership at 30 June 2008

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 has been Director General of the CIPD (and its predecessors) since 1992. Geoff retired from the CIPD on 30 June 2008, and left the Board at the same time.

He was previously a main board director of Standard Chartered plc and of the Metal Box Group, in both cases with international, line and staff responsibilities. For 17 years he held a number of personnel posts in British Leyland, leading all negotiations in the BL Cars companies from 1979 to 1984. He has also served as a trustee of a number of pension schemes, including for the CIPD.

Geoff has served as President of the World Federation of Personnel Management Associations (WFPMA) and on the board of the European Association of Personnel Management (EAPM).

As Director General, Geoff served on the Board, Professional Policy Committee, Nominations and Professional Conduct Committee and Investment Working Party.
Louise Fisher Chartered FCIPD

Louise Fisher serves as the European Human Resources Director for Xerox Global Services. In this newly created role, she ensures that Xerox develops and implements strategies that enable the company to expand its pool of knowledgeable personnel and reach its services business growth targets. She works closely with senior executives and uses her change management expertise to integrate newly developed HR best practices throughout Xerox to help build the company's operational success.

Prior to joining Xerox, Louise held operations and HR roles in a variety of international blue-chip retail organisations such as Woolworths, Top Shop and Grand Met Retailing. Following this, she specialised in training, management, and organisation development in both the retail and hotel industries for seven years. She then took on the position of HR director in various printing and publishing companies and IT organisations, including Hurst Publishing Group and ICL/Fujitsu Services.

Louise holds a Master of Arts degree in Human Resource Management and has contributed to a CIPD publication on international mergers and acquisitions.

Louise was elected to the CIPD Board in May 2008 and is a member of the Audit Committee.

Chris Garcia Chartered CCIPD

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 cluster development activities. 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.
Board directors

Chris was elected as Honorary Treasurer in October 2006 to serve for three 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.

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 2,500-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 HR Business Partner for 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 and re-elected in May 2007.
Board directors

Robin Jordan Chartered CCIPD

Robin is currently Senior Partner, robin jordan associates, management and human resource consultants.

He was elected to the Executive Board in 1997 and 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.

He is also an assessor for the Commissioner for Public Appointments in Scotland and Independent Chairman of the Nominations Committee of the Chartered Insurance Institute.

Michael Kelly Chartered CCIPD

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 Schools’ Programmes committee. He chairs the Learning Steering Group for the Academy of Sustainable Communities and a Special Interest Group on Assessment Management for the Higher Education Academy. He also acts as a consultant on academic development, management and quality issues to a number of UK business schools.

Michael’s most recent research activity has focused on quality management in UK business education as a lead contributor to the HEFCE-funded QuBE research project.

Michael is also a Fellow of the Royal Society of Arts.

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

**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**

Currently Jo works as a Consultant HR Adviser to Surrey Police, assisting them with a number of significant restructuring projects within the Force. 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.

Jo is on the Board of Trustees for Citizens Advice Bureau, and is taking on responsibility for social policy initiatives within her region. She also works with the Prince’s Trust, both as a trainer of potential business mentors and directly with the young people the Trust supports through one of its programmes for those who are significantly disadvantaged. Previously, she was Director/Trustee of the charity Relate.

Jo served as Branch Chair and Council Representative for Central Southern Branch from 2004–07.

Jo was elected to the Board by Council in May 2007, serving until August 2008.
Board directors

**Dean Royles Chartered FCIPD**

Dean joined NHS Northwest (the Strategic Health Authority for North West England) in January 2008 as Director of Workforce and Education where he has responsibility for a budget of £650 million to invest in the training and education of healthcare staff. Prior to this he was Director of Human Resources and Communications at United Lincolnshire Hospitals NHS Trust (ULH). ULH has a turnover of £320 million per annum and has 7,000 staff. In this role Dean is responsible for maximising the individual and collective contribution of staff in ensuring high-quality patient care.

Dean was previously 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 HR 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 and on the Editorial Board of the *Human Resource Management Journal*.

Dean was elected to the Board in May 2005 and re-elected in May 2008. He also serves on the Audit Committee.

**Jacky Taylor Chartered FCIPD**

Jacky is Director of Corporate Services at Outlook Care and has responsibility for all human resources, the internal staff bank, training, learning and development, quality assurance and office management functions within the organisation.

Outlook Care, a not-for-profit industrial and provident society based in Billericay, Essex, is a provider of social care and support services with over 500 established posts and a financial turnover in excess of £15 million.
Board directors

Jacky joined the organisation in 1993 and held several key roles in human resources and quality assurance before being promoted to the post of Director in 1998. Jacky participated in several round table discussions with the Government, Acas and the DTI during consultation on the Information and Consultation Regulations.

In addition to leading a team of four functional heads of department, Jacky is responsible for advising the Board on the strategic direction of the organisation with regard to all human resource issues and, as a member of the senior management team, works with her colleagues to deliver the strategic direction and management of the business.

Outside of work, Jacky has set up a local playgroup and served as a school governor. Prior to becoming a non-executive director of the CIPD, Jacky was for six years a trustee of St Luke’s Hospice in Basildon and a director of their trading arm.

Jacky was elected to the Board in May 2008.

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
Board directors

BskyB, and also of Xansa, and became non-executive chairman of C Hoare and 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.

Vicky Wright Chartered CCIPD

Vicky began her career with line personnel management and industrial relations roles in the UK Atomic Energy Authority before working as a Research Associate for the Local Government Training Board and as an adviser in the CBI. She then worked for eight years in the Imperial Group plc as an employee relations and reward manager before moving into consultancy. Her consulting roles, spanning over 20 years, 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. In 2005 Vicky joined Watson Wyatt as a consulting associate as part of a portfolio of roles alongside being a trustee of the Royal National Lifeboat Institution and a Visiting Professor at Middlesex University Business School.

Vicky is CIPD’s President. She 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.

CIPD Chief Executive
Jackie Orme Chartered FCIPD

Jackie Orme has been Chief Executive of the Chartered Institute of Personnel and Development (CIPD) since April 2008. Jackie has been an HR practitioner for more than 17 years. She has worked across a broad range of sectors and HR specialisms.

Her early years were spent in the Department of Employment and the Institute of Chartered Accountants before moving to work in the steel industry based in South Wales.
Prior to joining the CIPD Jackie Orme spent 12 years working for PepsiCo – including 7 years leading the UK and Ireland HR function and sitting on both the UK Executive Board of PepsiCo International and the global PepsiCo International HR Council.

She also sits on the Board of Shelter, the housing and homelessness charity.

She joins the CIPD’s Board from 1 July 2008, becoming a member of its Professional Policy Committee, Nominations and Professional Conduct Committee and Investment Working Party.
Council members

Members of Council as at 30 June 2008

**Executive Board**

- Vicky Wright
  - President

- Robin Jordan
  - Chair, Executive Board

- Chris Garcia
  - Honorary Treasurer

- Geoff Armstrong
  - Director General
  - (Jackie Orme took over as Chief Executive on 1 July 2008)

- Richard Wilson
  - (Lord Wilson of Dinton)
  - Immediate Past President

- Michael Kelly
  - Vice-President Membership and Education

- Sue Adams
  - Elected Director

- Louise Fisher
  - Elected Director

- Geoff Hirst
  - Elected Director

- Frank Hogan
  - Elected Director

- Brid O’Brien
  - Elected Director

- Jo Reynolds
  - Elected Director

- Dean Royles
  - Elected Director

- Jacky Taylor
  - 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

- Tony McCarthy
  - Vice-President, Employee Relations

- Siobhan Cummins
  - Vice-President, International

- Tim Miller
  - Vice-President, Organisation and Resourcing

- Martin Tiplady
  - Vice-President, Diversity
## Branch Council Representatives

<table>
<thead>
<tr>
<th>Branch</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bedfordshire and Milton Keynes</td>
<td>Colin Rodden</td>
</tr>
<tr>
<td>Birmingham</td>
<td>Catherine Simmonds-Malkin</td>
</tr>
<tr>
<td>Black Country</td>
<td>Nick Ioannides</td>
</tr>
<tr>
<td>Central London</td>
<td>Michael Moran</td>
</tr>
<tr>
<td>Central Southern</td>
<td>Engin Mustafa</td>
</tr>
<tr>
<td>Chiltern</td>
<td>Hazel Ponsford</td>
</tr>
<tr>
<td>Coventry and Warwickshire</td>
<td>Bob Chambers</td>
</tr>
<tr>
<td>Cumbria</td>
<td>Jean Pennie</td>
</tr>
<tr>
<td>Derbyshire and Nottinghamshire</td>
<td>Michael Blake</td>
</tr>
<tr>
<td>Devon and Cornwall</td>
<td>Steve Thompson</td>
</tr>
<tr>
<td>Essex, Ipswich and East London</td>
<td>Samantha Mott</td>
</tr>
<tr>
<td>Gloucestershire</td>
<td>Jill Lang</td>
</tr>
<tr>
<td>Hereford and Worcester</td>
<td>Ian Williams</td>
</tr>
<tr>
<td>Hertfordshire</td>
<td>John Stevens</td>
</tr>
<tr>
<td>Humber</td>
<td>Kate Plumb</td>
</tr>
<tr>
<td>Ireland</td>
<td>Brid O’Brien</td>
</tr>
<tr>
<td>Kent</td>
<td>Nicholas Fox</td>
</tr>
<tr>
<td>Lancashire</td>
<td>Gary Hewins</td>
</tr>
<tr>
<td>Leicestershire</td>
<td>Paul Connolly</td>
</tr>
<tr>
<td>Lincolnshire</td>
<td>Jennifer Johnson</td>
</tr>
<tr>
<td>Manchester</td>
<td>Pauline Parrett</td>
</tr>
<tr>
<td>Merseyside, North Cheshire and North Wales</td>
<td>David James</td>
</tr>
<tr>
<td>Mid and North Anglia</td>
<td>Richard Cowling</td>
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</table>
# Council members

<table>
<thead>
<tr>
<th>Region</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid Scotland</td>
<td>Joan Sumner</td>
</tr>
<tr>
<td>North East of England</td>
<td>Tony Leather</td>
</tr>
<tr>
<td>North London</td>
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