



ANNUAL REVIEW

2010–11

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This annual review is an overview of the work we've done, the challenges we've faced and the progress we've made over the past year.

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ANNUAL REVIEW

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|--|-----------|
| INTRODUCTION | 2 |
| BUILDING HR CAPABILITY | 4 |
| KNOWLEDGE AND INSIGHT | 8 |
| ENGAGEMENT AND INFLUENCE | 12 |
| CIPD PEOPLE | 16 |
| FINANCIAL REVIEW | 18 |
| SUMMARISED FINANCIAL STATEMENTS | 19 |
| BOARD DIRECTORS | 23 |
| COUNCIL MEMBERS | 27 |

INTRODUCTION



As I look back at the performance of the Chartered Institute of Personnel and Development over the last year, I see a very different Institute than the one that existed two or three years ago. For sure, we are still delivering strongly for our members – steady in number at 135,000 over the course of the year. There is much that members value from the CIPD that remains constant. But there is also much where we've evolved, enhanced and added more value.

The HR profession is always changing and evolving. But our work over the last few years has left us better placed to lead in shaping the future of the profession. Better placed to boost capability and professionalisation within HR. More soundly positioned to respond to the globalisation of the HR function, with more truly globally relevant professional standards. And wielding greater influence, both within the profession and on behalf of the profession in the wider business, political and media worlds.

The starting point for the CIPD must always be a strong and sustainable financial position. Without this we can't deliver all the other things we do for the profession and for the greater good. This year our performance has been strong in what remain tough economic times. Indeed, with a third of our

membership and our revenues accounted for by the public sector, the backdrop for this year has been at least as tough as the last few – and looks set to remain tough for a good few years to come.

Nonetheless, we have seen overall revenue growth of over 5% and have managed to maintain commercial revenues despite the economic climate. This, allied with a continued sharp focus on controlling costs, has allowed us to deliver an operating surplus of £1.8 million – contributing substantially to our ability to invest £2.2 million in the CIPD's strategic priorities for the benefit of our members and the wider profession.

Built on this sound financial base, and the investment of previous years, we've seen much from our recent efforts come to fruition this year – alongside continued impetus behind the ongoing change and improvement we are committed to. Our simplified membership structure, built on rigorous new standards rooted in the CIPD HR Profession Map, officially came into being on 1 July 2010, the first day of the 2010–2011 financial year. This year has also seen the new CIPD qualifications come to life, with more than 300 CIPD centres already approved to offer the new qualifications. We've been particularly pleased with the take-up of the completely new intermediate (level 5) qualifications – which are bridging the large gap which used to exist between our foundation level and our advanced level qualifications.

The Map itself, and the standards that derive from it, were designed to be dynamic and responsive to change. As we closed the financial year, we were completing our first refresh of the Map – which will ensure it is fully reflecting the stretching capabilities we know, from our Next Generation HR research, that the profession of the future will require. It will also cement the Map's relevance as a global standard for HR, on which we can build our ambitions for a truly global development framework for the profession.

Our Next Generation HR work has continued to chart new ground. In the last year we've published *Next Generation HR Asia* – a follow-up to the original report – looking at the unique challenges and opportunities for HR in the region. This work has been well received by individuals, organisations and local professional bodies. But the project was never intended to be simply a research programme. September saw the launch of the first, year-long development programme



for a cohort of 18 senior HR professionals poised to become tomorrow's leaders of the profession. A new cohort is scheduled to begin in autumn 2011 and we are also planning a further cohort based in Asia.

As we've delivered this clear focus on building the HR capability of the future, we've also remained firmly committed to supporting the practical needs of today's profession. This year has seen the launch of the redesigned CIPD website. The improved content – including the addition of a new Comment and Insight section and more international news – together with better structure, navigation and search, has been well received by members and other users of the site.

We also relaunched *People Management* in April as a monthly title. The move reflected research and feedback from members and allowed us to better gear the magazine towards delivering in-depth features and a wider range of opinion and analysis – but supplemented by the increased quality and quantity of daily, topical news and jobs content, covering the latest developments in HR, available from *People Management* online. We're now delivering, for the benefit of our members, a much better combination of the best that online and printed content have to offer.

Our commitment to delivering more, cost-effective services and resources to our members was further emphasised by the decision to relaunch HR-inform, our online HR legal and good practice resource, at a much more accessible price for CIPD members. As we reached the end of the year, we also launched *In a Nutshell*, a new, free, monthly email digest for CIPD members, providing a summary of the latest thinking, research and writing we've seen over the previous month.

Another highlight of the year has been the growing profile and influence of the CIPD. Within the profession, our senior leaders network has gone from strength to strength, providing a regular networking forum for the most senior practitioners in the profession – and an opportunity for us to regularly hear directly about their priorities. Beyond the profession, too, our influence has been strong, particularly built on our public policy work on employment issues and unemployment. The CIPD has been invited to Downing Street on three occasions during the year, was represented on the platform of the Modern Workplaces launch, alongside Home Secretary Theresa May and Business Secretary Vince Cable,

and has been working closely with the Department for Work and Pensions, and Employment Minister Chris Grayling in particular, on the issue of getting the long-term unemployed back into work. Combined, this amounts to some of the strongest engagement with government in the CIPD's history.

Our policy engagement has been supplemented by the CIPD's prominent media profile through the year. Built on our respected commentary and the credibility of our well-established research, we've appeared in national newspapers more than 30 times a month and have once again featured frequently on some of the nation's most respected broadcast news programmes throughout the year.

This has been a successful year for the CIPD. We've positioned ourselves well to lead in building global capability and impact for the profession of the future. We've delivered more, better, for our members today. And, in setting the groundwork for the opening of an office in Singapore to act as a regional hub for the CIPD in Asia, we've taken the first steps towards truly global reach for the CIPD. I hope you enjoy reading the rest of this report and that you're as pleased with the progress we are making on behalf of the profession as we are.

Jackie Orme
Chief Executive

BUILDING HR CAPABILITY



Everything we are, everything we do is ultimately focused on building the current and future capability of the HR profession. We do this for the benefit of members and for the benefit of the profession. But also for the greater good – in terms of the delivery of stronger, more sustainable organisations in all sectors, and in terms of a workforce that is more productive, more engaged, has greater opportunities and a greater sense of well-being.

This year we've seen the delivery of our thoroughly revised and updated set of qualifications – built on the firm foundations of the CIPD's HR Profession Map. The culmination of all the hard work of recent years, we've now approved 324 CIPD centres – the universities, colleges and other learning providers we rely on – to deliver the new qualifications. We have 170 centres approved to deliver our foundation level qualifications and 101 approved to offer our advanced level qualifications. But perhaps most pleasingly, we've seen strong demand from centres wanting to offer our all-new intermediate, or level 5, qualifications. Introduced for the first time this year, to narrow the large gap between our foundation level and advanced level qualifications and to aid career progression, 71 of our centres are now approved to offer qualifications at this level. We're focused on building on the strength of the CIPD's international reputation and reach, and to capitalise on global goodwill and respect for our professional standards and chartered status – so we're encouraged that between them our centres are already delivering our qualifications directly in 23 countries outside of the UK and Ireland, including countries in the Gulf, central and eastern Europe and Malaysia. We're actively exploring opportunities to increase direct access to our qualifications in Asia and to build progression opportunities in the Gulf and Europe. Many more international students are also studying for CIPD qualifications in the UK.

In total, our centres registered 5,000 aspiring HR professionals on to foundation level qualifications, a further 800 HR professionals registered for courses at the new intermediate level and 2,000 for our new advanced level qualifications. Once again, the intermediate level numbers are particularly pleasing in the first year that these new courses have been offered – reflecting the extremely positive feedback we've had from centres and students alike on this new tier of qualifications and on the clear progression route it creates from foundation to advanced level. Universities

have welcomed the ability to embed the intermediate level standards within business and HRM degrees, enabling their graduates with the relevant experience to secure the recognition and added employability that comes with Associate CIPD membership status. The up-to-date content at all levels, the flexible study options that reflect modern career paths and the related ability to collect credits and progress qualifications at the students' own pace, fitting around other work and life commitments, has also been widely recognised and warmly welcomed by students and education providers.

The HR Profession Map also provided the foundations for the CIPD's simplified new membership structure, which took formal effect at the beginning of the period covered by this annual review. The biggest change was the introduction of the new Associate grade – a professional grade of membership, with clear and rigorous criteria for entry, but sitting below the chartered grades of membership. The new Associate grade recognises the enormous contribution and wealth of professional talent in HR at this level. At the end of the year we had 135,000 members, of which 55,000 had attained one of the chartered grades of membership.

Maintaining membership in the current climate is a good performance. We believe this clearly reflects the value CIPD members place on membership at any time and particularly at a time when they are facing uncertainty and the possible related prospect of needing to actively seek work.

But we've also been determined to find ways of attracting new people into professional membership – particularly those who've entered the profession later in their careers, or through following diverse career paths, or who've pursued specialist careers within the HR profession. These people bring added breadth and diversity of practical experience to the profession. Through the development of our new Experience Assessment route into membership, which we launched in January 2011, we now have a more accessible and cost-effective means of assessing and accrediting that experience against the CIPD's Professional Standards. The route allows us to rigorously benchmark candidates against our respected industry standards. It allows us to highlight their strengths, but also to help them identify the areas where they can improve their professional practice. Feedback on Experience Assessment has been extremely positive, with more than 500 HR professionals having had

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an in-depth diagnostic interview to date and 200 having already completed the process of securing a professional grade of membership via the new route.

The setting, measuring, reviewing and maintaining of rigorous professional membership standards is only one important part of our contribution to building HR capability. In addition to our suite of formal professional qualifications, the CIPD also delivers, through our commercial team, a portfolio of open-access and in-house training courses.

Over the year we attracted a total of nearly 6,000 individual learners across our portfolio of 143 different courses and certificates. We added Edinburgh this year to the list of locations in which we offer our courses, on top of those we continue to offer in London, Manchester and Birmingham.

Our commercial training team, CIPD Training, has also enrolled 450 people onto one of the 25 programmes they run that lead to a qualification, between them spanning the different levels and specialisms within the people management and development and related fields. The team's collaboration with MOL to deliver the Flexi+ distance learning approach to achieving a CIPD professional qualification, supplemented with face-to-face contact at one of 20 locations around the UK, has attracted 540 new enrolments in the last year. This achievement was boosted, in part, by the extension of this delivery mechanism to cover the CIPD's new foundation level qualifications.

Our bespoke, in-house training services have also had a successful year. We've delivered 630 tailored training courses for a variety of employers, reaching a total of more than 6,500 delegates. Management skills and employment law were the most popular subjects for our in-house work in the UK. But one of the most impressive achievements of the year was the significant increase in our international training business.

Through a combination of in-house courses and programmes delivered through intermediaries, we more than doubled our revenues – with work across Western Europe, West Africa, and most notably the Gulf states. This included a large contract with a public sector body in the UAE and the delivery of a number of Certificates in HR Practice for a health service, also in the UAE. We also won a contract to work with a household-name multinational to develop HR capability in their teams around the world – utilising in this case a range of blended learning interventions including live videoconferencing and online forums. Over the course of the year we also put in place partnerships for the delivery of our public courses and qualifications covering UAE, Russia, Kenya, Latin America and Poland.

In June we delivered a well-attended and positively received inaugural employee relations programme in Hong Kong, in partnership with the Hong Kong Institute for Human Resource Management. We are honoured to have the opportunity to run more joint programmes with HKIHRM in 2012.

BUILDING HR CAPABILITY



We also see our role on HR capability-building as extending well beyond the here and now. As HR professionals, we know that to build future-fit organisations it is essential to develop a clear picture of what that future looks like. Armed with those insights, we focus on attracting and developing the skills and talent our organisations will require in the future, not those they required in the past. The same is true for the HR profession. Through our Next Generation HR programme, we've been exploring the future shape of the profession – with the objective of helping professionals achieve the knowledge, skills and behaviours they need to be effective performers and leaders in the profession today and those they'll need to maintain that effective performance tomorrow. We've painted a picture of a profession better equipped and more consistently able to deploy unique insight to unlock sustained performance – informed by a deep understanding of the interaction between the business, its people and the external context in which it operates.

We're already well down the road of building the new skills and capabilities we've identified as crucial for the future of the profession into the next revision of the CIPD's HR Profession Map. For example, we've focused on capabilities around delivering insight-led contributions to HR strategy, and demonstrating personal, team and issues-based leadership to make the greatest possible contribution to owning and driving sustainable organisation performance – rather than just observing and facilitating it. This demonstrates our commitment to ensuring our Next Generation HR research and related work is more than just an interesting research project. The findings are already being used to shape the expectations of the next generation of HR professionals studying for our qualifications, using our standards to chart and develop their next career steps and seeking accreditation as Associate or Chartered members of the CIPD.

At an even more senior level, the work also now encompasses a Next Generation HR Senior Leaders Programme, run by Bridge – our leadership and transformational change consultancy. The first cohort of 18 high-level HR professionals – likely future group HRDs and equivalents in their organisations – began the year-long programme together in September 2010. The aim of the programme is to support senior HR leaders in transforming their own vision, ambition and confidence in

their leadership of HR, and therefore their potential to lead transformative change and deliver sustained performance in their organisations. As the first cohort of HR leaders reached the end of the programme, we've been working with many of them to help cement their learning through practical actions in their own workplaces, but also to capture the insight that came from their collective progress through the programme so we can translate this into new resources and support for the benefit of other leaders in the profession. We'll be continuing this work with the current and future cohorts of the programme. A second cohort will get under way in autumn 2011, and we are also planning to establish a further cohort on the programme in Asia.

Plans for an Asia cohort were in part inspired by the Next Generation HR Asia report which we launched in December 2010, both at the Hong Kong Institute of Human Resource Management conference and a few days later at an event in Beijing organised by China's Human Resource Association. The report took the original Next Generation HR theses, but looked at them in the context of the challenges and experiences of 27 organisations across Asia. The findings highlighted a profession in Asia that is young compared with the HR profession in the West, but that has pockets of truly innovative practice that the more established profession in the West can learn much from. There were also fascinating findings on the challenges of applying HR practices well established in other parts of the world to different cultural contexts in Asia.

This research has given us new insights and helped us to be clear about the scale of opportunities available in Asia for HR generally and the CIPD specifically: the opportunity for the CIPD to play a part in the development of an innovative, effective and world-leading HR profession in the high-growth Asian economies, the opportunity to learn from the different experiences of the best and most fast-paced HR functions in Asia and to translate those learnings for the benefit of our existing 135,000 members – a third of whom tell us they already hold international responsibilities within their roles. And there is the opportunity to use our existing CIPD Asia research and the business relationships Bridge has developed in the region as the springboard to build even more effective relationships with individual HR practitioners in Asia and with the organisations they serve. We see great scope for the CIPD to establish a leading position as the deliverer of a global development framework



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for the profession – a common set of standards and the tools and insights to help HR professionals use those standards to progress their own careers and build their own HR functions. And we also see scope for significant growth in the CIPD's global membership base in the medium term – with Asia as an early priority. It is for all of those reasons that we laid the groundwork over the course of the year for the opening of a new CIPD and Bridge Asia office in Singapore in August 2011.

Our role in setting professional standards also encompasses the responsibility we have for defining the principles of professional conduct which we expect from our members. Building on the extensive work we have undertaken in the last few years to understand the changing nature, needs and roles of the HR profession, and the related work to completely revise our Professional Standards, this year we began a thorough and comprehensive review of the Code of Professional Conduct. We engaged in extensive consultation as part of this process and have now finalised a revised Code of Professional Conduct to be published later this year and implemented on 1 July 2012, alongside revised disciplinary procedures and appropriate resources.

KNOWLEDGE AND INSIGHT



One of the things our members value most from their CIPD membership is the wealth of knowledge, information and insight it gives them access to. As part of our charitable purpose, we are also committed to making significant information available to support anyone with an interest in improving their management and development of people.

This year has seen a concerted drive to not only maintain the resources our members and the wider HR and management communities value, but also to enhance and improve the range of resources we make available and the ease with which they are accessible.

At the heart of this drive lay the relaunch of the CIPD website in February. The new site was designed to be even more engaging and relevant, as well as easier to search and browse – and feedback since the relaunch has been positive. We've added a new Comment and Insight section to host interesting and provocative comment pieces and opinions on current issues from HR thought leaders. In its first few months of operation, the new Comment and Insight section attracted contributions from more than 50 HR directors and thought leaders, covering topics as diverse as the UK Government's budget, management capability in the UK, HR's role in corporate leadership and mental health at work. These contributions, collectively, attracted more than 11,000 visitors in the four months that followed the launch of the Comment and Insight area.

We also completely revamped the CIPD Ireland web area, including a new Irish HR and business newsfeed, and added a new global section to the site, offering HR and business news updates from the UK and around the world, and an international newsfeed for members.

The website is the primary route by which members access our research and information resources. Over the last year we've completed some long-running research work, embarked on some exciting new projects, and engaged effectively with members and the wider HR community on our current, future and past work.

For example, early in 2011 we completed the research phase of our three-year Shaping the Future research and engagement programme. We marked this with the launch, at the CIPD's engagement conferences, of our final findings into what drives sustainable organisation performance.

Demonstrating the breadth and depth of this work, we're already translating the findings into a series of four practical tools directly relating to the insights uncovered in the research, designed to help drive changes in practice in the workplace across key themes. We've also succeeded in getting papers drawn from the findings through the rigorous assessment process to appear on the agendas of two academic conferences, in addition to numerous external speaker platforms in both the UK and internationally. The number of people engaged with the Shaping the Future community that has followed the research since it began rose to an impressive total of 25,000 during the course of the year. We're now looking at ways to retain and engage this group as we progress our next three-year research programme.

The year also saw us complete the trio of our regular Outlook series of reports, with the addition of the new *HR Outlook*. The third strand to the series builds on the high-profile success of the quarterly *Labour Market Outlook*, which has a strong track record of accurately predicting recruitment, redundancy and pay intentions in the economy – and attracting significant interest from the media and policy-makers as a result; and also of the quarterly *Employee Outlook*, which allows us to regularly track employee attitudes to workplace issues, and their own take on pay prospects, policy issues and other areas of current interest. The *HR Outlook* allows us to look specifically at the views of HR professionals on current and future issues impacting the profession and, taken together with the other two strands to the series, gives us a unique lens on workplace and people issues, providing an economic context, a business and HR context, and an employee context from which we can draw insight.

Other research highlights included reports looking at harnessing the power of employee communication; understanding employees' views of talent; and the power of shared purpose in the workplace. We published one-off surveys on risk and reward and on managing an ageing workforce. Our study of investors' views on human capital was well received in the City. We also published guides on pay review process, coaching evaluation and workforce planning. We continued to publish our regular series of annual surveys, covering learning and talent development, resourcing and talent planning, absence management, reward management and employee attitudes to pay.



This year we've been focused on maintaining the resources our members and the wider HR and management communities value, but also enhancing the range and accessibility of those resources.

During the year we produced web-based practical tools on the topics of change and internal communication, each of which has been downloaded by around 6,000 members. We also launched a tool on employee engagement, the first of a suite of tools building on the Shaping the Future research. We now have 143 factsheets on the CIPD website, providing introductory guidance on a range of HR, learning and development and employment law issues. In total these were accessed more than 2 million times over the year. The most visited, as last year, continues to be the one on TUPE, viewed more than 100,000 times. Other consistently popular factsheets are those on performance management, PESTLE analysis and employee turnover and retention.

Through the year our research has secured us extensive speaker platforms, discussing our findings both in the UK and overseas. Abroad we have spoken in countries including the United States, Canada, Romania, Bulgaria, Cyprus, Turkey, Singapore, Hong Kong, China and Dubai – covering subjects including Next Generation HR, Shaping the Future, learning, talent development, reward and diversity. We have also conducted a webinar on Shaping the Future with a Romanian audience. We have also presented to in-house audiences at a number of major organisations, including Sainsbury's, Visa Europe and Barclays.

Alongside the website, the other benefit of CIPD membership that stands out for its consistent popularity with members is *People Management*. This year was a big year for *People Management*, in print and online. We relaunched the printed edition in April as a monthly title,

allowing us to devote more space and attention to the in-depth features and wider range of opinion and analysis that members told us they wanted. Highlights included cover features taking an in-depth look at the implications for HR of the new Bribery Act, the immigration cap and increases in university tuition fees. Case studies included leading-edge businesses such as Novo Nordisk, ARM Holdings and Cisco. The new 'On my agenda' strand included interviews with, among others, Anne Gibson, the new president of the Public Sector People Managers' Association, and Will Hutton, author of the Hutton Review of Fair Pay in the Public Sector.

But the relaunch also allowed us to address the paradox of trying to produce a fortnightly news magazine in a world where most people now want, and get, their news online by the hour and the minute. *People Management* had already increased the quality, quantity and frequency of topical news and jobs content available through its website and email updates. But the shift to a monthly printed title was also accompanied by a further increase in focus on the importance of more, regularly updated online HR news and jobs. *People Management* provided timely and HR-specific angles on national stories such as the phone hacking scandal and public sector cuts and strikes. More than 55,000 people have now signed up to receive the *PM Daily* email newsletter. Improvements on the website made it much easier for readers to comment on stories, and many more now do so. Weekly video interviews with HR opinion-formers were also introduced. The magazine has also increased its interaction with readers through social

KNOWLEDGE AND INSIGHT



media – *People Management* now boasts a Twitter feed, Facebook page and LinkedIn group – and has also launched iPad and iPhone apps to make it easier for readers to access the magazine through these important platforms.

The relaunched jobsite is also attracting more visitors and advertisers than ever before, and the accompanying online supplier directory is also proving popular – with free entries in the directory also providing an added member benefit for self-employed and consultant members of the CIPD wishing to promote their services. The overall result of all the work with *People Management* over the year is a better combination of print and online for the benefit of CIPD members.

The CIPD has also been looking for other ways in which digital content can add even greater value to the services offered to members. We've been looking to satisfy the ever-growing hunger for easy-to-access, trustworthy online information – particularly examples that help to reduce, not add to, the well-documented burden of information overload. In this spirit, towards the end of the financial year the CIPD launched *In a Nutshell* – a monthly email newsletter for CIPD members providing regular summaries of the latest business and HR thinking. Designed to help members cut through the plethora of material produced each month, *In a Nutshell* picks our selection of the best and serves it up in a distilled, easy-to-use form. Initial feedback has been very positive.

The other big shift in our digital offering to members this year was the changes we made to the HR-inform service. HR-inform is an online HR legal and good practice resource, designed not just to keep subscribers up to date with changes in employment law, but also to provide practical guidance on how to comply with new legislation – complete with continuously updated customisable materials including model documents, policies and procedures, letters, forms and 'how to' guides. Initially developed as a premium service for companies to purchase for their HR departments, we relaunched the product during the year at a significantly reduced rate for CIPD members, equating to a reduction of 70% on the previous price. The move was designed to make the service accessible to HR professionals in smaller companies and to freelance and other HR consultants – who we knew would value the service. The new approach to HR-inform is already proving popular with members,

and the shift is an example of our commitment to continue delivering great value to members as part of their membership fees, but also to ensuring CIPD membership becomes the gateway to products and services available at rates that can't be matched elsewhere.

The CIPD's publishing team, which is responsible for HR-inform, has also launched a number of other new products this year. There have been two new toolkits – *Organisation Design and Capability Building* and *Employee Engagement* – reflecting feedback from members that they needed more practical tools to help them with the changing nature of their roles. The complete revision of the CIPD qualifications also led to the publishing of nine new or updated textbooks, supported by a range of online support materials, all launched to coincide with the launch of the new qualifications. The new textbooks were also supported by an upgraded Case Studies Extra service for lecturers, including more international examples and additional tools such as videos and quizzes.

Bridge

But our members, our customers and the wider HR profession need more than just the best information resources to deal with today. They also need the CIPD to be providing the future-focused insight that is essential to ensuring the profession is developing today the knowledge, skills and talent that will be needed to meet the challenges of tomorrow. The contribution of Bridge to the CIPD's work over the last year is evident in much of the work reported above. Through the delivery, with CIPD colleagues, of the Next Generation HR research, and the follow-up Next Generation HR Asia work, they have contributed significantly to the creation of insight for the benefit of the profession. As reported above, that insight is already being embedded in the CIPD's HR Profession Map. The successful delivery of the CIPD's first senior HR leaders' programme would also not have been possible without Bridge's skills and experience.

Behind the scenes, Bridge has played an important role in improving leadership skills and organisational agility at the CIPD. But the Bridge team have also continued to deliver results for their existing and new clients over the course of the year. Amongst clients across the retail, pharmaceuticals, banking and IT sectors there has been a significant appetite for Bridge's expert support on global leadership development and strategic transformational change challenges. True to Bridge's charitable roots, specialising in



working with disadvantaged young people, the company continues to include opportunities to work with regional and local third sector community partnerships as an integral part of its consultancy work with clients, delivering significant community and social benefit alongside the delivery of client business objectives.

A key focus for Bridge this year has been on extending global reach. Alongside the opening of a joint CIPD and Bridge Asia office in Singapore, Bridge has also begun scoping research, in partnership with the CIPD, looking at how to accelerate the development of global leaders in Asia. We've also worked to develop the global network of local and regionally based associates we can call upon to support us in our work for clients – with a particular focus on our capability in Singapore and Australia, enabling us to support the significant Asian operations of many of our clients.

Conferences and exhibitions

The conferences and exhibitions that the CIPD offers – including the Annual Conference and Exhibition in Manchester, HRD in London and the programme of one-day conferences we ran at various locations throughout the year – are another means by which we can share knowledge and insight with the profession. Our conferences and exhibitions attracted more than 10,000 attendees over the year and covered all areas of HR, including OD, reward, coaching, employment law, employee engagement, talent management and well-being. Despite the challenging operating environment, many saw stable or in some cases increased attendance.

We are increasingly using social media to raise awareness of our conferences and exhibitions, to enhance the delegate and visitor experience and increase networking opportunities, and to share learning and feedback.

For the Annual Conference and Exhibition and for HRD, we created new webpages to pull together key social media sites including Twitter, LinkedIn, Facebook, YouTube and Flickr. The webpages included discussions in the CIPD Communities, the latest HR news from *People Management* and a range of blogs from key contributors.

At the Annual Conference and Exhibition, a new 'ACE Interactive' feature, which was free to attend, brought social media on to the exhibition floor with live Twitter

feeds, 'meet the bloggers' sessions, speed-networking and a 'tweet up', all proving popular with visitors. A similar feature at HRD, our annual learning and organisation development event, included a range of free networking activities as well as 'The Big Learning Auction', where visitors could bid for the learning products and services they needed by offering their skills and expertise in exchange.

Branches

The CIPD's network of 48 branches across the UK and Ireland are another valuable part of the service we offer to members, who value the opportunity to attend events, network, receive support and access and share knowledge and learning at a local level. Over the last year, nearly 800 branch events were held around the country, covering subjects from employment law updates, learning and talent management, and case study based events looking at HR issues from a local perspective and drawing on the experiences of local HR professionals.

Many branches also play an important role in helping individuals with their career management, through mentoring programmes, careers-based special interest groups, and events to support members with their CVs, interview skills and similar career development needs. They also play an important role in the CIPD's efforts to attract and develop new members

This year, we've continued with our pilot scheme to share administrative resources across five CIPD branches – and the feedback has been very positive. Sharing back-office support has enabled volunteers to focus more on member-facing activities, with improved efficiency, effectiveness and consistency. It has also been successful in increasing the number of members attending events and activities run by neighbouring branches, opening a wider array of local resources and support to members. We are now working to roll out this model to more branches.

ENGAGEMENT AND INFLUENCE



Developing the quality of relationships we have with organisations, and our capacity and record of delivery in supporting them in building HR capability at an organisational level, is another key priority for us.

With the profession, and on behalf of the profession, we're constantly striving to boost engagement and influence.

Over the course of the year we've enhanced our efforts to build effective and valuable peer networks for senior HR leaders. These have gone from strength to strength, attracting higher attendances and high-profile speakers. With a list of well over a thousand group HR directors and HR heads in some of the world's best-known brands and the UK's top charities and public bodies, our networks have a growing reputation for quality. This year alone we've heard from the HR leaders of organisations including Marks & Spencer, Transport for London, the BBC and Aviva, and from other speakers including David Macleod, former divisional CEO at ICI and co-author of the MacLeod report to government on employee engagement, and Vicky Pryce, former joint head of the UK Government Economic Service and Senior Managing Director, FTI.

These networks are of mutual value to attendees and the CIPD alike. Attendees get to debate current and relevant issues, and to develop networks with their peers. The CIPD benefits from the opportunity to gain insight from and build stronger relationships with the profession's top leaders. This is a particular priority for the CIPD – and the last year has seen us meet that priority through the building of stronger relationships, at leadership level, with the HR functions at high-profile organisations including Shell, GSK and Innocent Drinks.

Developing the quality of relationships we have with organisations, and our capacity and record of delivery in supporting them in building HR capability at an organisational level, is another key priority for us. Over the last year we have continued to invest in building relationships and partnering with large multinational organisations to understand and support them with their HR team capability agendas. We're working with a number of large organisations in the UK and internationally on in-house projects to develop base-line capability. In many cases on a global scale, we've been delivering learning provision and qualifications-based approaches to assisting groups of HR professionals to gain the knowledge and demonstrate the experience and behaviours to secure CIPD professional membership. Crucially, though, we've been doing so in a way that integrates our Professional Standards with the skills, competences and requirements of the individual organisations we've worked with.

The launch of the Experience Assessment route to membership this year has really helped our work with organisations. We've already run group assessments within a number of organisations. This enables us to benchmark whole teams and departments within an HR function, providing developmental feedback at both an individual and organisational level. The approach has also been welcomed by client organisations for the opportunity it creates for networking and shared learning and support. Organisations we worked with on this basis over the course of the year included the Ministry of Defence, Morrisons, Marks & Spencer and McDonald's.



As HR's professional body, we have a unique ability to engage with government and other policy-makers and opinion-formers on behalf of the profession.

We've also been looking for opportunities, based on our Experience Assessment work, to support and accredit in-house HR learning and development programmes in large organisations. For example, we worked with Standard Chartered Bank over the course of the year to map their two-year international HR graduate programme against CIPD membership criteria. The depth and breadth of Standard Chartered's own programme and rigorous performance review process meant we were able to recognise completion of the programme as leading to Associate membership of the CIPD, subject to a final CIPD assessment of each candidate at the end of the two years. The first cohort of graduates, all based in Asia, are due to complete the programme in 2012. We are working to identify further opportunities to support our domestic and international membership growth ambitions in this way.

It is one of our strategic objectives at the CIPD to maintain and enhance our credible, independent and trusted voice. As HR's professional body, we have a unique ability to engage with government and other policy-makers and opinion-formers on behalf of the profession. And we are increasingly turned to by government looking for informed advice and insight on workplace issues. We regularly respond to government consultations on employment law and workplace policy issues which are likely to impact our members. Last year we submitted 20 formal consultation responses on a variety of issues including pensions reform, employer skills funding, the migration cap and dispute resolution. We also fed in our views via several government working groups including those on gender pay reporting, welfare and skills policy and the Default Retirement Age.

CIPD branches help us to shape our responses to government consultations and other work to engage with policy-makers. In providing input and feedback based on their members' experiences, they help ensure we are accurately reflecting the needs and experiences of our members.

We also engage more directly with government as we seek to ensure we exert influence on behalf of our members and the wider HR profession. Over the course of the last year, we've been invited to meetings involving the Prime Minister at Downing Street on three occasions and we've met privately with several other government ministers. Our chief executive, Jackie Orme, appeared on the platform alongside the Home Secretary and the Business Secretary at the launch of the Government's Modern Workplaces consultation on flexible working and related matters, and prior to this we arranged to take a senior delegation of our members to a private ministerial briefing on the proposals. We have continued our close work with David Macleod following the launch of the Employee Engagement Taskforce by the Prime Minister in April. We are represented on the high-level sponsor group and the taskforce itself and will be feeding our latest research into an initiative we see as offering a real opportunity to highlight to policy-makers and business leaders the importance of people management and leadership to sustainable organisation performance. We also hosted the Employment Minister at two separate CIPD events, and have been working with him and his officials as we've developed a pilot project in which our members are volunteering to provide one-to-one mentoring to young unemployed individuals to help them find and secure work.

ENGAGEMENT AND INFLUENCE



Our media profile plays an important part in boosting our credibility and our ability to engage with policy-makers, business leaders and the wider public on behalf of the HR profession.

We've also maintained strong links with the Opposition. We've been closely involved in the Labour Party policy reviews into business and the labour market. This has included regular meetings with Shadow Secretary of State Liam Byrne MP and the shadow work and pensions team. We've also met all the members of the shadow business team to talk about the importance of good management and leadership in organisations, and with members of the shadow treasury team and the office of the Leader of the Opposition. We measure the strengths of our relationships and our tangible engagement with the most important stakeholders in the policy sphere – and the examples above have contributed a significant increase in the measures we record.

This year saw us maintain the consistently strong media profile the CIPD has achieved in recent years. This media profile plays an important part in boosting our credibility and our ability to engage with policy-makers, business leaders and the wider public on behalf of the HR profession. Our media coverage is built on our respected research and policy outputs, our engagement with the issues of the day and our incisive and highly respected analysis of current labour market trends and forecasts of future trends. Taken together, our research and commentary have seen us appear regularly in all the main national newspapers – commanding front page

coverage on a number of occasions – and secure frequent high-profile slots on the most influential news and current affairs programmes on radio and television. Over the course of the year, we've appeared in the media more than 3,000 times, including 380 appearances in national newspapers – averaging more than 30 a month. Our tally of appearances on national broadcast media topped 200 over the course of the year.

We also use technology to engage with and build peer-to-peer support networks for our members and others with an interest in the management and development of people. We've always taken digital communications seriously, and our own online Communities were ahead of the game for a professional body when we launched them seven years ago. They continue to be used and valued by members, attracting a wide range of discussions across a broad range of subjects and regularly delivering fast, helpful peer-to-peer support and advice to people seeking help with their day-to-day HR lives. But this year has also been noticeable for the increasing importance of real-time social media such as Twitter and LinkedIn groups. We've prioritised efforts to keep our members and others informed about what we are doing and to engage with them through these newer communications mediums. Our main Twitter feed – @CIPD – now has over 13,000 followers, and we also run specific feeds



We've prioritised efforts to keep our members and others informed about what we are doing and to engage with them through social media.

for the Communities and for CIPD events. We've used Twitter, LinkedIn and other social media to keep members informed, involved and able to give us feedback on big developments such as the new website, the relaunched *People Management* and the consultation on the revised CIPD Code of Conduct – as well as hundreds of other more passing and ephemeral items of discussion.

Our monthly podcasts are another, creative way in which we engage with members about key HR topics and debates. We attract high-profile speakers, including HR directors, government ministers and a range of experts to take part in each of our high-quality programmes. This year we covered a variety of topical issues from HR and OD, the future of HR leaders and fairness in the workplace to managing an ageing workforce and learning and development in a socially networked age. Over the course of the year we attracted an average of nearly 11,000 listens per month. We know from positive feedback that the podcasts are yet another valued means with which to engage HR professionals in our work and in the important HR issues of the day.

CIPD PEOPLE



As the rest of this report makes clear, the CIPD has delivered substantial change in the last few years. We've evolved so as to enhance the service and increase the value we add for our members and the wider HR profession. Central to this process of change have been the 328 people we employ at the CIPD and its associated companies.

Our achievements have been in no small measure down to the commitment, enthusiasm and agility of our people. It is crucial to our objectives to engage and motivate our people, and to ensure that we are fully focused on building our own future capabilities.

We support our people to work flexibly where this suits their requirements and meets business needs – 20% of our staff work part-time. The average length of service of CIPD employees is 6.7 years, and:

- 71% of our employees are female.
- 1.2% report they have a disability.
- 12% report they are from an ethnic minority.

Learning and development

Learning and development at the CIPD is an integral part of our culture and we strive to ensure our staff have the capability and skills they need to support our strategic priorities. During a time of change and transformation, where agility is needed, we've encouraged and supported staff to continually develop their knowledge and skills to effectively support our strategic objectives, both as individuals and as team members.

We regularly review both the current and future learning and development needs of staff, agree those needs and develop ongoing and targeted plans to meet the identified needs. Through performance and development reviews, managers identify individual learning and development needs. Staff development is a continuous process and is a key accountability of all managers.

Over the year our people completed a combined total of 446 days of off-the-job training. However, this only tells part of the story. Having successfully introduced our leadership development programme for our senior managers, last year to further increase the leadership impact, we are now introducing a pilot leadership development programme for our talented middle managers. Our mentoring programme,

launched last year to help staff reach their full potential, was very successful and we've already laid the groundwork to extend our mentoring programme further in the coming year. This is alongside our existing commitment to equipping all line managers to provide coaching support to their teams, increase the extensive informal learning and development available to help our people achieve their objectives and progress their own careers at the CIPD.

Over the year we also sponsored nine of our staff to undertake professional qualifications. Our overall spend on staff training this year was 1.7% of the staff payroll. We were able to manage costs and increase the relevance of learning we offer by increasing our use of in-house resources for the design and delivery of appropriate training workshops.

Performance and reward

We are committed to ensuring our performance and reward strategies are designed to effectively support the high-performance culture that is essential to delivering and realising the benefits of the organisational changes we have made.

All staff have performance reviews with their manager each year. These provide an opportunity to discuss performance frankly and openly, including progress on personal development and against agreed objectives. Assessments are made against our six core behavioural competencies:

- business awareness
- building relationships
- problem-solving and decision-making
- continuous improvement and innovation
- customer focus
- results-oriented.

This year was the first in which our new Performance Incentive Plan was in operation. This has introduced a greater element of performance-related variable pay for people working at the CIPD. This will allow us to better incentivise and reward the great performance we need to achieve our ambitious targets, dependent on the achievement of both corporate and individual performance objectives.



Health and well-being

At the CIPD we're committed to promoting, supporting and safeguarding the health and well-being of our staff. We continue to 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 an employee helpline that provides support to staff on a wide range of challenges and issues they may be facing – including financial problems, health concerns, family issues and basic legal matters.

We organise health awareness and assessment days, provide occupational health facilities and offer free flu vaccinations each year to all staff.

Volunteers

We are fortunate to have many people who give their time to the CIPD on a voluntary basis, and are extremely grateful for their efforts. Our volunteers include 15 members of the board who are the CIPD's directors and trustees, 7 vice-presidents and 48 branch 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. More than 80 people are active as volunteer membership upgrade assessors and many more work at branch or national level to advance our Professional Standards. Members of the CIPD's Nominations and Professional Conduct Committee also serve in a voluntary capacity.

In addition, there are more than 800 people who serve on local branch committees throughout the UK and Ireland. Branches run events to support members in their professional development and to upgrade their membership status, 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 provide induction events for all of these people and we've also increased the effort we put into regular communications and ongoing training and development support to these key contributors to the work of the CIPD. On average our volunteers spend 10 days a year on their various voluntary CIPD activities, though many give much more than this.

Trustees

Vacancies on the board are publicised through the Institute's magazine *People Management*, our website, our regular email update and through the branch structure. Trustees are elected by Council or, if honorary officers, at the AGM. The CIPD's chief executive also serves on the board. Gill Rider assumed the role of CIPD President at the end of the AGM in December 2010, taking over from Vicky Wright. We produce role profiles and competency requirements for board and committee appointments and have clear processes for reviewing prospective appointments. We also arrange a formal process of induction for new trustees and committee members.

FINANCIAL REVIEW



Net incoming resources for the year, before designated fund expenditure, were £1.8 million. The investment expenditure, taken from designated funds, totalled £2.2 million.

More than a third of the group's total income continues to come from members' subscriptions. The turnover of CIPD Enterprises Limited held up well, at a similar level to last year, and the results for 2010/11 include the first full year's figures from the Bridge companies – which were in line with management's expectations.

Our charitable expenditure helps provide high-quality services to members and to the wider public, for example through our relaunched website and through traditional media such as our journal *People Management*, which was itself relaunched as a monthly title in April 2011 and now includes more in-depth features and a wider range of opinion and analysis.

We continue to manage costs tightly, which has allowed us to invest in new activities, such as our Experience Assessment route into membership and the establishment of a permanent presence in Singapore to support our expanding activities in Asia through the CIPD and Bridge. Costs in branches continued to fall as we increased use of centralised support and use of email for newsletters.

The FRS 17 valuation of the defined benefit pension scheme at 30 June 2011 showed a reduction in the deficit from £7.1 million to £4.7 million. This reflected the better than expected return on the scheme's assets over the year to June 2011 and the smaller than expected increase in the scheme's liabilities due to the Government's decision to use the CPI measure of inflation to determine certain statutory pension increases. The Institute paid a special contribution of £481,000 into the scheme and will continue to make similar annual payments until 2025. The defined benefit scheme is closed to new entrants.

The Institute also has a defined contribution scheme which is open to all CIPD employees. The Institute more than matches the amount of employee salary sacrificed into the scheme up to a total combined contribution of 16% of salary. The scheme qualifies for the NAPF pension quality mark, with the 16% total contribution option qualifying for the PQM Plus standard – the highest available industry award for defined contribution schemes.

Investments

The CIPD aims to improve the real buying power of its investments and has adopted a target return relative to RPI. The Institute seeks to maximise the investment return on assets while not investing in any assets that could put the CIPD at significant risk.

Net gains on investment assets over the year were £2.8 million following the gain of £2.1 million last year. During the year funds were moved out of equity and bond funds and we increased our exposure to hedged assets. The market value of the investment assets held at the year-end was £21.3 million compared with £18.8 million at 30 June 2010. The book costs were £20.4 million and £20.6 million respectively.

Reserves and funds

The Institute follows a policy of aiming to keep sufficient reserves in the general fund to meet at least one year's operating costs, being the total costs of the CIPD and the staff and related costs of its commercial subsidiaries. The policy was reviewed during the year and the basis of calculation changed to cement a discipline for the Institute to finance investment in the development of activities by generating cash. The general fund was calculated as being £3.5 million higher than required by the policy at 30 June 2011.

The Institute also keeps reserves as designated funds which are set aside for specific purposes in the near future. The designated funds totalled £7.7 million for the Institute at the end of the year.

We also have a policy of keeping £1 million in cash and readily available funds at any given time.

SUMMARISED FINANCIAL STATEMENTS

Summarised statement of financial activities
for the year ended 30 June 2011

| | 2011 £'000 | 2010 £'000 |
|--|-----------------|-----------------|
| Incoming resources | | |
| Charitable activities | | |
| To advance the management and development of people through: | | |
| Membership services and education | 20,384 | 19,438 |
| Research, innovation and dissemination of expertise | 222 | 83 |
| Branches | 604 | 703 |
| Generated funds | | |
| Commercial income | 15,667 | 14,175 |
| Investment income | 178 | 237 |
| Total incoming resources | 37,055 | 34,636 |
| Resources expended | | |
| Charitable activities | | |
| Membership services and education | (13,514) | (12,451) |
| Research, innovation and dissemination of expertise | (4,826) | (5,329) |
| Branches | (2,160) | (2,329) |
| Costs of generating funds | | |
| Commercial expenditure | (15,954) | (13,723) |
| Goodwill amortisation | (913) | (423) |
| Investment management costs | (59) | (56) |
| Governance costs | (94) | (129) |
| Total resources expended | (37,520) | (34,440) |
| Net (outgoing)/incoming resources | (465) | 196 |
| Other recognised gains and losses | | |
| Net gains on investment assets | 2,824 | 2,098 |
| Actuarial gains/(losses) on pension scheme | 2,292 | (2,061) |
| Net movement in funds | 4,651 | 233 |
| Fund balances brought forward | 25,071 | 24,838 |
| Fund balances carried forward | 29,722 | 25,071 |

SUMMARISED FINANCIAL STATEMENTS

Summarised balance sheet at 30 June 2011

| | 2011 £'000 | 2010 £'000 |
|--|----------------|----------------|
| Fixed assets | | |
| Intangible assets | 2,500 | 3,413 |
| Tangible assets | 12,949 | 13,099 |
| Investments | 21,313 | 18,850 |
| | 36,762 | 35,362 |
| Current assets | | |
| Stocks | 606 | 333 |
| Debtors | 5,326 | 4,516 |
| Cash at bank and in hand | 5,520 | 6,859 |
| | 11,452 | 11,708 |
| Creditors | | |
| Amounts falling due within one year | (13,550) | (14,301) |
| <i>Net current liabilities</i> | (2,098) | (2,593) |
| <i>Total assets less current liabilities</i> | 34,664 | 32,769 |
| Creditors | | |
| Amounts falling due after more than one year | (277) | (569) |
| <i>Net assets excluding pension liability</i> | 34,387 | 32,200 |
| Defined benefit pension scheme liability | (4,665) | (7,129) |
| <i>Net assets including pension liability</i> | 29,722 | 25,071 |
| Funds | | |
| General fund | 26,659 | 24,641 |
| Pension liability | (4,665) | (7,129) |
| <i>Net general fund</i> | 21,994 | 17,512 |
| Designated funds: | | |
| Building fund | 1,237 | 1,277 |
| Information technology fund | 4,472 | 3,751 |
| New learning fund | 808 | 659 |
| Research and development fund | 792 | 1,024 |
| Strategic initiatives fund | 419 | 848 |
| <i>Total designated funds</i> | 7,728 | 7,559 |
| <i>Total funds (all unrestricted)</i> | 29,722 | 25,071 |

SUMMARISED FINANCIAL STATEMENTS

Summarised statement of cash flows

| | 2011 £'000 | 2010 £'000 |
|---|----------------|----------------|
| Net cash (outflow)/inflow from operating activities | (257) | 1,523 |
| Returns on investments | 179 | 243 |
| Capital expenditure and financial investment | (1,009) | (2,188) |
| Acquisition-related payments net of cash acquired | (252) | (2,612) |
| Decrease in net funds | <u>(1,339)</u> | <u>(3,034)</u> |
| Decrease in funds placed on long-term deposit | (500) | (1,500) |
| Decrease in cash and bank | <u>(839)</u> | <u>(1,534)</u> |
| | <u>(1,339)</u> | <u>(3,034)</u> |

SUMMARISED TRUSTEES' 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 summarised 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 summarised financial statement and trustees' report gives a synopsis of the information contained in the Institute's Statutory Accounts that were prepared in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities' (SORP 2005) for the year ended 30 June 2011. The full report and financial statements were approved by the board of trustees on 15 September 2011, have been audited by Crowe Clark Whitehill LLP, received an unqualified audit report and will be sent to the Charity Commission. The auditor has confirmed to the trustees that these summarised accounts are consistent with the year end statutory accounts.

For a full understanding of the results of the group you can access the annual review, statutory trustees' report and financial statements on the web at cipd.co.uk/annualreview or obtain a hard copy from the enquiry team on 020 8612 6210 or annualreview@cipd.co.uk

By order of the Board

Marianne Wyles FCIS
Secretary

1 November 2011

BOARD DIRECTORS

Board membership at 30 June 2011

Dean Royles Chartered FCIPD, Chair

Dean became chair of the CIPD in April 2009 and has served on the board since 2005. He was previously a member of the Audit Committee. Dean is Director of NHS Employers.

With over 20 years in the NHS, his previous roles include director of workforce and education at NHS North West; director of HR and communications at United Lincolnshire Hospitals NHS Trust and deputy director of workforce for the NHS at the Department of Health, where he was responsible for developing a national HR strategy for the NHS. He also had responsibility for work linked to the European Working Time Directive.

Gill Rider, CB, Chartered FCIPD, President

Gill Rider (CB) is former head of the Civil Service Capability Group and head of profession for Civil Service HR. Gill held the top HR post at the civil service from 2006 until earlier this year and was responsible for major transformation projects such as the Next Generation HR initiative, the drive to raise the standard for internal HR career development and succession planning across the civil service.

Before joining the Cabinet Office, she spent 27 years at Accenture and its predecessor organisations. There, her roles included global chief leadership officer, responsible for Accenture's organisation, change, HR and leadership development. She was also on the Executive Committee of Accenture.

Gill was appointed President Elect, at the December 2009 AGM. She chairs the Professional Policy Committee and the Remuneration Committee. Gill was awarded an Order of the Bath (CB) in the 2011 Queen's birthday honours list.

Chris Garcia Chartered CCIPD, Honorary Treasurer

Chris is director of enterprise and skills and member of the leadership team at the South West Regional Development Agency (RDA). Chris has worked for the RDA since 2006 – previously as director of tourism, creative industries and sport and also as head of creative and digital sector development – including leadership of their Digital Britain team. He is also a non executive director of the Watershed in Bristol, the UK's first and most successful mixed media centre.

Prior to this, Chris was chief executive of CN Resources, a consulting business which worked with a number of RDAs and several government departments supporting their business growth and cluster development activities.

Chris was elected as Honorary Treasurer in October 2005 to serve for three years, then re-appointed for a further term. As such he chairs the Audit Committee, is a member of the Professional Policy Committee, the Investment Working Party and the Remuneration Committee.

BOARD DIRECTORS



Board membership at 30 June 2011

Vicky Wright Chartered CCIPD, Immediate Past President

Vicky has recently retired from Towers Watson (formerly Watson Wyatt) as a consulting associate, where she had worked since 2005. She is a visiting professor at Middlesex University Business School, and Associate Fellow at the Judge Business School (Cambridge). She is also a trustee of the Royal National Lifeboat Institution.

Vicky is Past President of the CIPD. She became a member of the board following her election as President Elect in October 2005. She chairs the Nominations and Professional Conduct Committee.

James Cullens Chartered FCIPD, Elected Director

James is the group HR director at Hays plc, the global specialist recruitment group. James is currently a non-executive director on the International Advisory Board of the Open University Business School. James was appointed to the board at the September 2008 board meeting.

Frank Douglas Chartered FCIPD, Elected Director

Frank is currently executive vice president, global human resources director at Misys Banking Systems.

Prior to this, Frank was group human resources director for Transport for London. He reported directly to the TfL commissioner and was accountable for its organisational capability and development, reward and recognition, employee relations and engagement, and equality and inclusion.

Frank has wide-ranging senior public and private sector experience, and particular understanding of the international context in developing businesses. Previously Frank was the group HR director for Scottish and Newcastle. Frank is originally from New York City but has lived in the UK for the last 13 years.

Frank studied both finance and accounting at university and studied at the High School of Music and Performing Art in New York. He was elected to the board in 2010.

Martin Ferber Chartered CCIPD, Elected Director

Martin Ferber has recently retired as the HR director for the international region of the R&D function of Pfizer – a global pharmaceutical company. He remains chair of trustees for Pfizer's group pension scheme. He has previously held the post of vice president international with the CIPD and was elected to the board in April 2009; he also sits on the CIPD's Audit Committee.

Martin is also a member of and contributor to the editorial board of *Human Resource Management Journal* and an assessor for the Queen's Prize for Innovation in Further and Higher Education.

BOARD DIRECTORS

Board membership at 30 June 2011

Louise Fisher Chartered FCIPD, Elected Director

Louise serves as the SVP/HR director for Xerox Europe. In this role, she ensures that Xerox develops and implements strategies that enable the company to reach its business targets. Louise was elected to the CIPD board in May 2008 and is a member of the Audit Committee.

Geoff Hirst Chartered FCIPD, Elected Director

Geoff is an independent consultant. 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. He was elected to the board at the May 2006 Council meeting then re-elected in 2009. He is a member of the Audit Committee.

Barry Hoffman Chartered FCIPD, Elected Director

Barry is the HR director for Computacenter plc, a FTSE 250 company providing IT infrastructure services across Europe – his remit includes corporate communications and investor relations as well as being responsible for the organisation's people strategy. He is a member of the CBI employment panel, which assists the CBI in lobbying and advising government on major strategic initiatives relating to present and future national employment issues.

He is secretary and past chair of the Central London Branch of the CIPD and was elected to the board in 2010.

Mike Kelly Chartered CCIPD, Vice-President Membership and Education

Mike is an associate dean at Leeds Metropolitan University, where he acts as an internal consultant. He's 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 to a number of UK business schools.

Mike 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



Board membership at 30 June 2011

Stephen Moir Chartered FCIPD, Elected Director

Stephen is executive director of workforce and strategy at the Yorkshire Ambulance Service NHS Trust (YAS). Working with the other members of the board, he is responsible for providing strategic leadership and overall direction for the work of the trust. His directorate includes: organisational strategy, HR, OD, diversity and workforce education and development.

Prior to joining YAS, Stephen was the national adviser for organisational development and transformation at the Local Government Group, directing a programme of support for English local authorities to enhance workforce productivity and performance. In addition to his national role, Stephen was the corporate director of people, policy and law for Cambridgeshire County Council with a wide remit of responsibility including strategy, partnerships, OD, HR, legal and democratic services.

Stephen is a past president of the Public Sector People Managers' Association (PPMA), which represents HR professionals working across public services; and was elected to the CIPD board in April 2009. He is a member of the Audit Committee.

Brid O'Brien Chartered FCIPD, Elected Director

Brid is the HR director for Britvic Ireland. 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 was elected to the board by Council in May 2006 and re-elected in 2009. She is a member of the Audit Committee.

Jackie Orme Chartered FCIPD, Chief Executive

Jackie Orme has been chief executive of the Chartered Institute of Personnel and Development (CIPD) since April 2008.

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.

Jacky Taylor Chartered FCIPD, Elected Director

Jacky is director of corporate services at Outlook Care and has responsibility for all HR, training, learning and development, quality assurance and office management functions within the organisation.

Jacky participated in several roundtable discussions with the Government, ACAS and the DTI during consultation on the Information and Consultation Regulations.

Prior to becoming a non-executive director of the CIPD in 2008, Jacky was a trustee of St Luke's Hospice in Basildon and a director of their trading arm.

COUNCIL MEMBERS

Members of Council as at 30 June 2011

BOARD

Gill Rider

President

Dean Royles

Chair, Board

Chris Garcia

Honorary Treasurer

Jackie Orme

Chief Executive

Vicky Wright

Immediate Past President

Michael Kelly

Vice-President Membership and Education

Elected Directors

James Cullens

Frank Douglas

Martin Ferber

Louise Fisher

Geoff Hirst

Barry Hoffman

Stephen Moir

Brid O'Brien

Jacky Taylor

CIPD VICE-PRESIDENTS

David Fairhurst

Learning and Talent Development

Katherine Turner

Performance and Reward

Michael Kelly

Membership and Education

Alex Wilson

Employee Relations

Stephen Dando

International

Clare Chapman

Organisation, Resourcing and Talent Planning

Stephen Frost

Diversity and Inclusion

COUNCIL MEMBERS

Branch Council representatives

BRANCH

| | |
|--|-----------------------|
| Bedfordshire and Milton Keynes | Sally Glover |
| Birmingham | Patricia Colden |
| Black Country | Raj Joshi |
| Central London | Michael Moran |
| Chiltern | Corrine Mills |
| Coventry and Warwickshire | Clive Peacock |
| Cumbria | Sue Angus |
| Derbyshire and Nottinghamshire | Liz Veasey |
| Devon and Cornwall | Steve Thomson |
| Essex, Ipswich and east London | Samantha Mott |
| Gloucestershire | Rae Williams |
| Hereford and Worcester | Tracy Arlott |
| Hertfordshire | Geraldine Stone |
| Humber | Lesley Morrison |
| Ireland | Brid O'Brien |
| Kent | Nicholas Fox |
| Lancashire | Ema Perks |
| Leicester | John Kenney |
| Lincolnshire | Sally Masterman |
| Manchester | Marion Flaherty |
| Merseyside, north Cheshire and north Wales | Janet Kelly |
| Mid and north Anglia | Christine Walker |
| Mid Scotland | Christopher Smith |
| North-east England | Elouise Leonard-Cross |



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|---------------------------------|-----------------------------|
| North London | David Saxon |
| North Scotland and Islands | Sheila James |
| North Staffs and south Cheshire | Sue Roberts |
| North Yorkshire | Michael Millward |
| Northamptonshire | Helen Chown |
| Northern Ireland | Peter Aitkin |
| Shropshire and mid Wales | Gina Billington |
| South-east Scotland | Christopher Donegan |
| South-east Thames | Sarah Harvey |
| South-east Wales | Wayne Vincent |
| South London | John Brooker |
| South-west London | Alain Hendrich |
| South-west Wales | Caroline Belasco |
| South Yorkshire | Jenny Bristow |
| Surrey and north Hampshire | Joanne Gray |
| Sussex | Gill Whensley |
| Swindon and north Wilts | Charlotte Mannion |
| Tees Valley | Naomi Robson |
| Thames Valley | Suzanne Ingman |
| Wessex | Monica Key |
| West London | Jane Pepe |
| West of England | Lisa Wyatt-Jones |
| West of Scotland | Connie Hendry-McPhee |
| West Yorkshire | Fran McGregor |



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