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# IoIC Annual Review 2021

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*#WeMatterAtWork*

Internal communication  
has the power to transform  
organisations and working lives.

# Introduction

***Suzanne Peck***

*IoIC president and FEIEA vice president*

*2021 was a pivotal year for IoIC.*



**A**s organisations navigated the challenges of “stop-start” and uncertainty from the pandemic, the Institute leaned in to support its members in these continuing uncharted times. From much appreciated face-to-face events to more than 100 webinars and virtual training courses, when members needed best practice and opportunities to connect and learn, the IoIC delivered.

At a time when IC professionals are even more time poor, and budgets are still under scrutiny, seeing the increased attendance at events, a growth in membership and the clear desire for professional development was more than heartening. And this is reflected in a profit that is being used to enhance membership experience and invest in IoIC’s services.

A couple of things from me on a personal note.

Time spent talking with, and listening to, IC professionals gives the IoIC invaluable insight that shapes and influences our future strategy. In 2021 – and continuing into 2022 – the Institute reached out even more to hear from our diverse membership about the support and resources they want from IoIC. We know that we are not reaching as many underrepresented people as we would like, so we are addressing this issue.

We continue to rely on passionate and able volunteers who generously give their time and expertise, whether it is on our board or on assessment panels for diploma students, to run hub events or on working groups. We are ever grateful for this support and people’s personal investment in IoIC.

And we are appreciative of the hard work of our HQ team and the dedication of our chief executive Jennifer Sproul, who between them deliver above and beyond their capacity, yet never do anything less than 100 per cent.

# Introduction

**Jennifer Sproul**  
*Chief executive, IoIC*

*In 2021 we recovered and built back better to be a stronger community and a more financially resilient Institute.*



**A**fter a turbulent 2020, which saw us respond to a crisis like no other I have seen in my career, we were able to achieve a break-even result, which felt like a success in the circumstances. We learnt so much through all the challenges and adapted our business model to the new virtual delivery environment, which gave us the foundations to thrive in 2021.

It has been a long-term plan to build a robust level of reserves for the Institute that not only help us navigate any unexpected storms, but also allow us the financial confidence to invest in our services and purpose, to ensure we are delivering for our members. Profit enables purpose.

In 2021, we were able to achieve this goal with a milestone turnover in excess of £1,000,000: a 35 per cent growth on the previous year, and a profit of £119,234. This financial growth has enabled us to meet our reserves target range of £150,000 – £200,000. With an additional working capital to fund our biggest investment in 2022 to overhaul our digital infrastructure, this will significantly improve the membership experience.

Adapting to the virtual and digital world is imperative to our continued development as an Institute, much like the work of our members. So, in 2022 we will be putting in place improved digital systems that will give us long-term stability and the opportunity to build personalised experiences, grow our activities, expand our reach and deliver benefits that will help our members develop and succeed.

Whilst this is our investment focus, our focus on creating community and connection is unchanged. A highlight for me last year was the return of our National Awards dinner – it was a night like no other – and the launch of the IoIC Festival. These two in-person events further cemented my view that, whilst we need to provide greater access and digital experiences, we still need to provide opportunities for in-person activities. We will be working with our networks in 2022 to better understand what looks good in this new world.

2021 was a great year for the Institute, seeing membership grow to its highest levels in history and a community that is investing in its professional development and credibility. We have never been in a better place as an Institute and profession, with so much opportunity ahead of us. Here at the IoIC we are dedicated to continuing to invest and grow to better support you as our profession adapts and profile accelerates.

Thank you so much to the amazing team at HQ who have worked so hard these past two years; we may be small, but we truly believe in what we're doing and the value of internal communication to organisations and society. Thank you also to our amazing volunteers and the board of directors, who continued to give their free time to support us and help guide the future of your membership body. Here's to an even better 2022!

### Membership

**1,895**  
members



**816**  
new members

**13%**  
increase in membership

### Regions and Networks

**15**



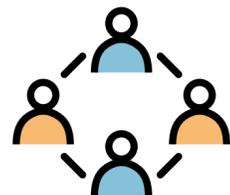
regional hub events supported

**5**



dedicated FutureNet events attended by **100+** IC newcomers

**2**



roundtable events hosted for IoIC Fellows

**430+**

attendees at IoIC regional events

### Events



**2**

virtual sector conferences with **45+** attendees

**15**

webinars with **800+** attendees

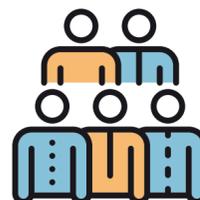


**5**

member huddles with **130+** attendees

### Festival

**80**



delegates attended the first ever IoIC Festival

### Awards



**37** awards given out

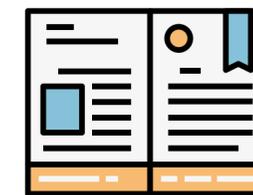
**330+**

guests attended the National Awards Dinner in London

### Content and Resources

**4**

issue of *Voice* magazine



**9**

podcast episodes



**90+**

*Voice Online*, case studies, blog posts and peer-reviewed factsheets



**6**

thought leadership reports



### Professional Development

**74**

virtual training courses delivered to **685** delegates



**24**



students enrolled onto the Masters in Internal Communication Management programme

**24**

students awarded the IoIC Foundation Diploma, and **16** students awarded the IoIC Advanced Diploma

**62**



matched mentees and mentors

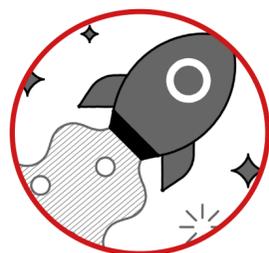
**3,500**

views of new IC strategy guide



# Delivering a high standard of membership experience

*Our members are at the heart of the IoIC, and it is essential we create and deliver new and engaging ways for them to connect with content, engage in conversations and fully utilise their benefits.*



## 2021 highlights

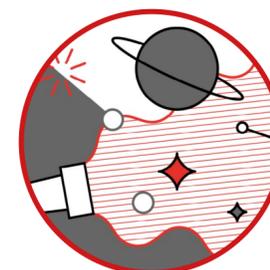
### Membership growth and new group members

In 2021, we welcomed over 800 new members to the IoIC, through both our individual and group membership schemes. These schemes give IC professionals access to benefits that support their learning and development needs. With membership at its highest level in the Institute's history, we are proud to see such growth in our professional community.



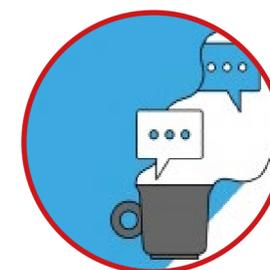
### My IoIC

To provide members with their own dedicated space to easily access and utilise their membership benefits, we launched the new members area 'My IoIC'. This has enabled members to easily navigate a wealth of exclusive content, including our factsheets, guides, thought leadership reports, CPD and a growing library of on-demand webinars and events.



### Online community

As part of our new members area, we launched online communities to enable members to engage with each other and seek peer-to-peer support. In this new community, members can reach out with questions regarding any issues or challenges they are facing, share experiences or simply connect with other members to build their network.



### Huddles

To give members a safe space to participate in active conversation on specific topics and challenges, we launched virtual member Huddles in 2021. The aim of these is to enable members to come forward to seek advice or share information with fellow members in a Chatham House Rule event. These Huddles have covered topics ranging from how to deliver hybrid events to channel usage and effectiveness in internal comms.



## Networks

Our regional networks allow members to connect with peers in their region or those working at a similar level to build community and connection. Although all our network events continued to be delivered virtually in 2021, we are grateful to our volunteers who created and hosted activities to benefit members. We are also particularly grateful to our new Regional Directors, who joined us in 2021 to help re-invigorate some of our regions and join our fantastic community, which we celebrated in National Volunteer Week.



## Fellows

It was a pleasure to welcome seven new Fellows in 2021. We are thrilled to see this group of elite IC professionals from a range of organisations and backgrounds build to reflect internal communication professionals working at the highest level. We look forward to working with our Fellows, who play a pivotal role in supporting our mentees and provide valuable insights into the big issues impacting our profession.



## IoIC Festival

A highlight of 2021 was the launch of the Institute's new in-person event, the IoIC Festival. This event took elements from our successful conference, IoIC Live, and introduced a new approach that allowed delegates to select content of their choice across three zones. Additionally, it introduced a more informal style, with formats dedicated to giving us time to get away from screens and reconnect with fellow IC professionals.



## National Awards

In 2021, we were able to host our annual Awards Dinner at the Brewery in London. The evening saw us celebrate the amazing work of the internal communication profession, with over 37 awards recognising work in fields ranging from channels to strategy. It was a showcase of the amazing achievements from the previous 12 months in the wake of the pandemic; with our Covid-19 response category seeing over 20 organisations shortlisted, it was a challenge for the judges to select a winner. The atmosphere was palpable and it was a truly wonderful experience that saw the joy of our community reconnect and take time to celebrate.

# Driving the professionalisation and ethical practice of internal communication

*We continued to drive the standards of internal communication as a distinct discipline with requisite knowledge, skills and ethical standards that can be gained via education and lifelong learning.*



## 2021 highlights

### Qualifications – growing student numbers

In 2021, we saw growing numbers of internal communication practitioners registering for IoIC qualifications, and we awarded 49 students across our Foundation Diploma, Advanced Diploma and Masters in Internal Communication Management. Our qualifications are accredited by Solent University, providing students with both industry and academic awards. In 2021, we were able to hold our first graduation ceremony for our Masters students at the University.



### New courses and virtual training continues

We continued our work to look at the Future of Work and the opporWe continued to deliver all our training courses virtually, with increased registration worldwide following greater access to our portfolio of 30 courses. We also worked with our trainers to develop our courses in this new virtual format, and further added to our portfolio to reflect the changing landscape of skills. New courses include Behavioural Economics, Supporting Line Managers, Demonstrating Value, Introduction to Quantitative Analysis, and Communication that Speaks to Emotion.



### Mentoring

Our mentoring programme matched 62 mentees with mentors in 2021. In response to feedback to enable both the support of formal and informal mentoring relationships, we continue to develop the process to support the needs of our membership.



### CPD

A total of 150 members registered for CPD in 2021. Promoting a commitment to continuous and lifelong learning is critical to our work at the Institute to drive internal communication of the highest standards. Through our portal, members can plan their personal development in line with our Profession Map, to showcase how they are progressing.



### #IChoseIC

Our #IChoseIC campaign was set up in 2020 with the mission to raise awareness of internal communication as a career of choice and shift the narrative from “I fell into IC” to “I chose IC”. In 2021, we continued our work to raise awareness of internal communication to attract new and diverse talent, hosting sessions with Loughborough University’s Black Talent Programme, London School of Economics’ Creative Careers Week, University of Lincoln’s Skills Week, Teesside University and University of Warwick. All of this was done alongside our annual work to support the Taylor Bennett Foundation. We are incredibly grateful to our #IChoseIC Ambassadors who have given their time so generously to deliver these sessions. Additionally, we worked on plans for 2022 to provide more opportunities for people entering the profession, as we develop relationships with social mobility organisations.



### IoIC Hiring Guide

In 2021, we launched the IoIC Hiring Guide in partnership with VMAGroup. The guide is designed to support anyone with responsibility for hiring for an internal communication role through the process. The guide uses the IoIC Profession Map framework as an underpinning model, as we seek to improve the standardisation of skills and build a future pipeline of great talent. To support the launch of the guide, we hosted dedicated events, including a roundtable with senior level IC professionals to discuss the challenges and developments in hiring IC talent. A write-up of this event was shared on the IoIC website.

# Develop and deliver thought leadership and practical resources of the highest standards

*Providing our members with the very best content, advice and resources to tackle current challenges and future trends is fundamental to our work at the IoIC.*



## 2021 highlights

### Thought leadership reports – focus on topics

We continued our work to look at the Future of Work and the opportunities for internal communication. We took a deeper dive into some key trends to include leadership communication, change communication, agile working, feedback loops, workforce optimisation and changing workforce demographics.



### Future of IC podcast

Alongside our thought leadership reports, in 2021 we launched *The Future of Internal Communication* – a new podcast that has had over 2,000 downloads. The aim of the podcast is to explore the shifting nature of work and the role that internal communication plays in both change and the future of work. In our first two series, we welcomed a range of amazing guests and discussed topics that covered the past, present and future of internal communication, the history of human communication, continuous change, the changing face of leadership, internal feedback loops, the role of business, organisations and employers in society and knowledge exchange.



### IC strategy guide

We launched our first detailed strategy guide for members. This guide, developed with a group of experienced IC leaders, is designed to help unpack the process of developing and implementing an internal communication strategy.



### New factsheets

We continued to expand our peer-review factsheets, provided exclusively for members, with two new topics: Storytelling for Internal Communicators and How to Write an Agency Brief.



### **Audiobook**

Working with IoIC Fellow Dominic Walters, we launched exclusive access for members to his new audiobook *Leading Inside Out: A handbook to leadership communication*. This book is based on the author's experience of working with hundreds of leaders at all levels across many types of organisations and different cultures. It debunks the myths about effective leadership communication and condenses what works into practical and applicable steps.



### **Case studies**

In 2021, we were thrilled to share more case studies of winners of our Nationals Awards, across categories including Best Intranet, Best Leadership Communication, Best New Publication, Best Use of a Social Channel, Best Storytelling, Best Magazine, Best Event and Best Engagement Programme.



### **On-demand library (webinars)**

We hosted 15 webinars in 2021, all of which were recorded and made available exclusively for members. Our on-demand library of recorded webinars now hosts over 70 resources with advice from subject matter experts. Members can access these at any time to help tackle specific issues and gain practical advice.



### **Voice magazine**

Voice magazine, the jewel in our membership benefits, continued to be printed and circulated quarterly to members in 2021. The magazine covered a range of topics, including communicating with empathy, employee onboarding, tone and language, line manager communication, communicating about cybersecurity, mental health, communities, future IC trends, accessible communication, hybrid working, podcasts, psychology of communication, channel audits and employee advocacy. Thanks to all our great contributors who shared their experiences and insights with us in 2021.

# Financials

*The following summary of key financial information is extracted from the audited accounts for the year 2021. A copy of the Statutory Report and Accounts have been submitted to Companies House and is available to IoIC members on request.*

## Summary income and expenditure account

Income	2021	2020
Subscriptions	£294,520	£230,489
National awards	£119,891	£29,755
Conference	£40,411	£19,748
Professional development	£496,693	£424,080
Sponsorship	£66,300	£39,367
Regional events	£115	£4,961
Sundry income	£2,221	£3,464
<b>Total</b>	<b>£1,020,151</b>	<b>£751,864</b>

Other operating income	2021	2020
Government grants	£0	£12,484

Expenditure	2021	2020
Cost of sales	£472,384	£384,853
Operating costs	£428,533	£380,321
<b>Total</b>	<b>£900,917</b>	<b>£765,174</b>

Operating surplus/(deficit)	2021	2020
<b>Surplus/(deficit) before tax</b>	<b>£119,234</b>	<b>(£822)</b>

## Summary balance sheet

	2021	2020
<b>Fixed assets</b>		
Intangible assets	£15,250	-
Tangible assets	£6,589	£8,235
<b>Current assets</b>		
Debtors	£164,737	£221,560
Cash at bank and in hand	£302,166	£164,825
Creditors: amounts falling due within one year	(£250,620)	(£275,733)
<b>Net current assets</b>	<b>£216,283</b>	<b>£110,652</b>

<b>Net assets / Capital and reserves</b>	<b>£238,122</b>	<b>£118,887</b>
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# Company details

## Our purpose

In a world of constant change, internal communication has the power to transform organisational performance and working lives by helping people feel informed, connected and purposeful.

As the only professional body dedicated to internal communication in the UK, we have been helping organisations and people succeed through promoting internal communication of the highest standard for over 70 years. An organisation that communicates well with its people can achieve greater productivity, innovation, reputation, talent and retention. Because how we communicate at work matters.



## IoIC Board of Directors

### **Elected:**

**Suzanne Peck**, IoIC president  
**Jennifer Sproul**, chief executive  
**Kirsty Bowen**, board director  
**Liz Cochrane**, board director  
**Helen Deverell**, board director  
**Jan Fitzgerald**, board director  
**Andrew Harvey**, board director  
**Andy Holt**, board director  
**Oli Howard**, board director  
**Joanna Parsons**, board director  
**Justine Stevenson**, board director  
**Caroline Waddams**, board director  
**Tiffany Watson**, board director  
**Andy Williamson**, board director

### **Co-opted:**

**Chris Coburn**, board director  
**Helen Connolly**, board director  
**Paul Diggins**, board director  
**Krishan Lathigra**, board director  
**Nicola McLaughlin**, board director  
**Claudi Schneider**, board director

### **Region directors:**

**Graham Barton**, South region director  
**Nina Ghataura & Sinead Bell**, London region director  
**Andy Holt**, North region director  
**Sue Palfrey**, South West region director  
**Joanna Parsons**, Ireland region director  
**Alastair Scott**, Scotland region director  
**Claire Widd**, Central region director

### **Head office:**

**Jennifer Sproul**, chief executive  
**Emily Darling**, professional development manager  
**Rebecca Nicholls**, events & awards manager  
**Richard Bowes**, membership development manager  
**Daniela Girardi**, marketing manager  
**Georgina Oliveira**, finance & operations co-ordinator  
**Kirstie Godber**, professional development co-ordinator

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