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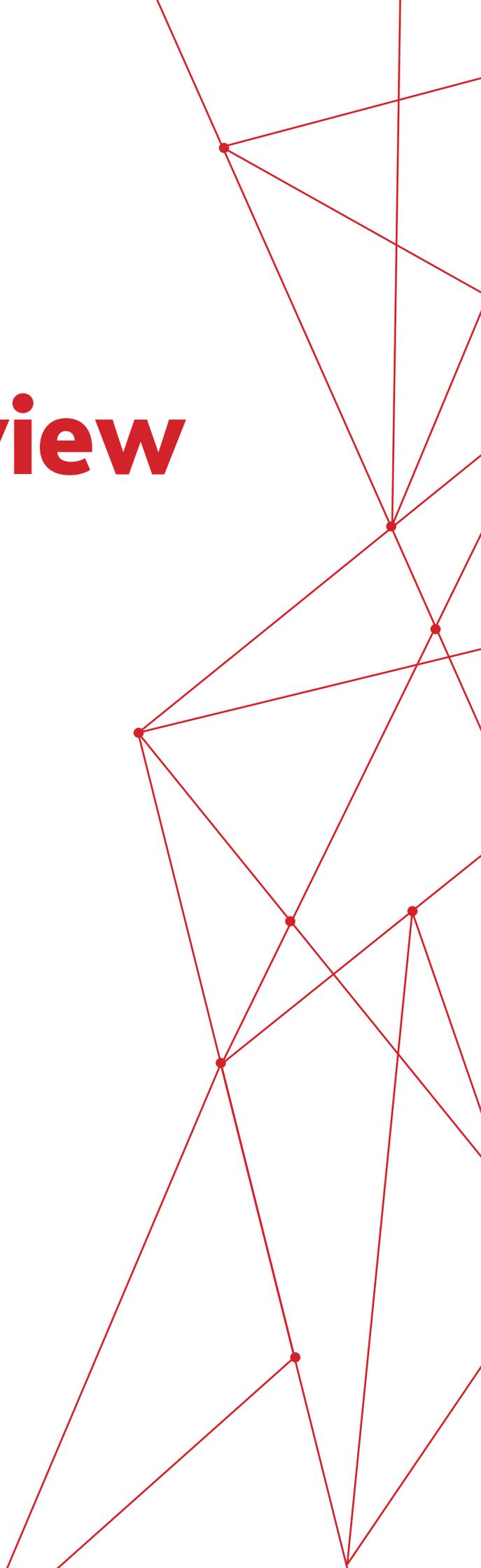
# IoIC Annual Review 2017

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*Building a stronger  
IC community and  
authoritative voice  
for the profession*

Institute  
of Internal  
Communication

*The power within*



# Introduction



*Jennifer Sproul*  
*Chief executive, IoIC*

## *A year of significant growth...*

**2**017 was a year of significant growth for IoIC. We experienced the highest levels of membership and investment in professional development in the organisation's 69-year history, demonstrating a profession that is committed to highlighting its unique role and investing in our skills to drive an authoritative and credible voice.

There have been many highlights for me in my first full year as chief executive of IoIC. At the heart of IoIC, we strive to help our members be the best they can be and build a community of professionals who feel proud, supported and confident in their role as an internal communicator. The days when I feel we have truly delivered on our mission are my highlight and this year has been rich in rewards.

In the last year, we have welcomed a record number of new members and seen higher levels of engagement in our professional development and event activities. It is through these activities that I have had the privilege of meeting and supporting so many IC practitioners. In particular, our qualification students' commitment to their professional development inspires me.

The credibility of the internal communication profession is driven through the individuals who commit to continuously improve their skills and knowledge, and with more of you than ever before having made that commitment, we can only become stronger, more valued and closer to gaining that all-important recognition as a strategic function within the organisation.

Also in 2017, through *Voice* magazine we have been able to create a community of conversation as we shared experiences and expertise across a range of internal communication challenges. We have discussed mental health, leadership

communication, personalisation, measurement, social networks and how we work with HR, to name but a few recent topics. I am very proud of *Voice* and the work it is doing for our members. We further enhanced this in 2017 with the launch of *Voice Online* to ensure we are providing members with exclusive and extended digital content.

In this Annual Review, you will see just some of our other highlights across all activities. These include networks, awards, events, content and professional development.

Our financial performance has continued to improve as we increased our turnover by over 20 per cent in 2017. However, to achieve our ambitions and deliver our increased levels of activity, investments have been made, in particular in our professional development portfolio and infrastructure. Our overall position was a deficit of –£7,583. However, this is an improvement on the previous year's deficit of –£26,053. We have built a stronger foundation with a bigger community and, as we look to 2018, we will focus on leveraging our investments to drive a sustainable future for IoC.

I am truly proud of our achievements in 2017 as we have built a stronger organisation with increased support and more opportunities to drive tangible benefits for our members.

As we ended the year, we announced our latest developments as we expanded our partnership with Solent University to be the new home for the Masters in Internal Communication Management and launched FutureNet, the first network dedicated to IC newcomers.

Now, as I look towards 2018, there is more work to do to improve our voice for the profession, build content and continue to enhance our offering. I am confident and excited for the year ahead to build on all of our activities and I look forward to working with you all to achieve our ambitions.

# Keeping one step ahead...



*Suzanne Peck  
IoIC president &  
vice-president FEIEA*

**Describing the value his IoIC membership has brought him, one member said this year: "In the fast-paced and widely developing environment of internal comms, it is essential to stay one step ahead and continue to learn."**

This past year, the IoIC has upped the pace to keep members informed, connected and a step ahead.

Membership has rocketed, demonstrating the value of an association dedicated to internal communication as our profession grows and proves its unique and vital role in business. It's always been a good time to be in internal communication, but there's a real fizz to IC right now!

When we were children, we used to ask the question "Why?" all the time. That's still played out in the workplace every day with internal comms at the heart of helping employees better understand organisational goals, how to get there, and how each and every one of them can contribute.

The best performing internal communicators are motivating people – articulating the "why" to engage



**Suzanne with her FEIEA colleagues**

employees in the "what". That's what the IoIC is best at: supporting members with the knowledge, skills and tools to motivate and connect people.

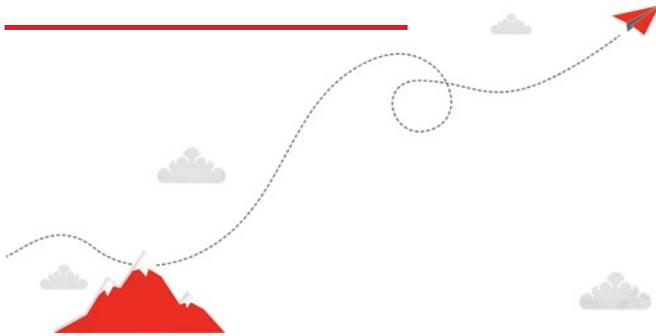
In the past 12 months, we've invested in our core activities in learning, networking, sharing, insight, mentoring and in demonstrating what best practice in our industry looks like.

This is my fifth year as IoIC President. It's brilliant to see the Institute taking giant strides, adapting and growing in a changeable environment. Through my role with European association FEIEA, I'm working with similar membership associations throughout Europe. The IoIC is one of the biggest in terms of membership but, big or small, we all share similar challenges of ensuring we deliver a tangible value to members.

The strong year IoIC has had and progress made – not least with the jump in membership – is proof that it is delivering value, not just products and services. That's down to asking "why" a lot along the way, and being willing to adapt and try new things.

As well as thanking the community of amazing volunteers around the country who put their words and passion into action by organising and running committees, events, awards, and get-togethers, I'd personally like to thank the powerhouse that is the head office team – Jennifer, Brenda, Daniela, Sarah and Tim – who effectively and efficiently support us all and, well, just make it happen. And thank you to you as members for believing in your own professionalism and investing in your membership with the IoIC.

# Activities and highlights



## Membership

We experienced fantastic membership growth in 2017, with a total of 454 new members joining the IoIC – more than any other year. We are thrilled to see such an increase in membership. This shows a profession that is growing and also determined to demonstrate its unique and vital role in business.

### IoIC members as of 31 December 2017

Total = 1,248 (up from 904 on 31 December 2016)



*“My membership has more than exceeded my expectations and has been extremely comforting during a period of personal instability. My knowledge of internal comms has grown and I’m more motivated than ever for my next IC position. The membership benefits have really improved since I was a member a few years ago and the website is much more modern and user-friendly too.”*

**Emily Wilson**

*“I would recommend any IC professional not currently a member to join up, as you immediately get access to the range of benefits and a huge network. I would encourage all members and non-members to look at the vast range of learning and development opportunities that the membership provides. In the fast-paced and widely developing environment of internal comms, it is essential to stay one step ahead and continue to learn.”*

**Andrew Salt**

### Fellows

We were delighted to award 7 new Fellowships in 2017, presented at our ICon Awards event at the London Stock Exchange on 23 November. We were delighted to welcome:

Andy Holt  
Jo Godfrey  
Justin Robbins  
Karen Dempster  
Rich Baker  
Richard Donovan  
Tracy Keates

### FutureNet

At the end of 2017, we launched our latest network for members, FutureNet. A new network exclusively for newcomers to internal communication with dedicated support to progress their careers and build their knowledge and skills. The network will launch its first activities in 2018 with its own committee, exclusive events and resources to help raise the profile of careers in the profession and attract aspiring talent.



## Professional development

We continued to invest in our professional development activities in 2017, to support members in building their knowledge and skills, enabling them to speak with a credible and authoritative voice in their organisation.

### Profession Map & Competency Framework

In 2016, we launched the IoIC Profession Map. This defined our purpose as a profession and helped businesses and practitioners understand the key skills, knowledge and behaviours required across six core professional areas.

Following a period of consultation with our members, we further expanded the Profession Map with the launch of a detailed Competency Framework in March 2017. It provides detailed information on the core skills, knowledge and behaviours practitioners should be looking to build as they progress through their career.

The seven-page competency framework is available for download on the IoIC website and can be used as a reference tool to help practitioners think about where they are now and where they want to be, making the process of approaching your professional development easier.

We have also used this to benchmark our own offering as a professional body and embedded this across our professional development offerings. We will continue to seek feedback and evolve the framework alongside our profession.

*“I’m enormously proud to have been a Board member of IoIC during a year of such great achievement. My highlight was the publication and expansion of our Profession Map and Competency Framework. In the past, we have not been good enough as a profession in articulating what makes a great internal communicator and how practitioners can progress in their chosen field. This framework does that and gives all of us, at whatever stage of our career, benchmark against which to measure our skills and experience.”*

**Justine Stevenson, IoIC Board & Awards Director**

### Qualifications

#### Foundation and Advanced Diploma

The number of candidates registering to take part in IoIC qualifications in 2017 increased by 50 per cent. It's great to see an increase in IC practitioners committing to professional qualifications as it helps drive the credibility of our profession and the unique role we play.

We have continued to strengthen our qualifications by embedding our competency framework into the structure to enable practitioners to learn, reflect and demonstrate their skills as highly competent practitioners.

#### IoIC Foundation Diploma

Eight candidates were awarded the Diploma in 2017, with two achieving a distinction.

#### IoIC Advanced Diploma

Eight candidates were awarded the Diploma in 2017, with one achieving a distinction.

We were thrilled to present these awards at the IoIC Summer Party in London on 10 July.

*“IoIC is the main body in my sector – almost like a regulator – for best practice and raising the profile and standards of internal comms. I figured, if the IoIC thinks I’m doing it right, I must be. And the qualification from a university gives it kudos and authenticity – it’s not just a certificate from a course.”*

**Siobhan Biggane, High Achiever of the IoIC Advanced Diploma in 2017**

## Masters in Internal Communication Management

A key strength to our qualifications is our partnership with Solent University, enabling candidates to achieve a dual award with academic rigour. At the end of 2017, we were thrilled to announce the latest development in our partnership as the new home for the Masters in Internal Communication Management. Previously run by Kingston University and Capita, it is highly regarded in the internal communicator sector. It plays a key role in the development of our profession and in ensuring IC practitioners have the knowledge and skills to influence at the highest level in the organisation.

In this new partnership, we will be working with the same established teaching team who offer an unparalleled combination of practical experience and academic knowledge. This is a great moment for the IoIC and we are thrilled to expand our existing relationship with Solent University and see the highly valued Masters continue.

The full programme will be announced in 2018 with the first cohort starting in September.

Sara Briscoe, director of the School of Business, Law and Communications at Solent University, says: *“We are delighted to be working in partnership with IoIC on the provision of this important Masters course. The University has a considerable expertise in this specialist area of communications and we look forward to supporting this exciting new programme.”*



## **Training**

More than 222 individuals participated in an IoIC training course in 2017, exceeding our record high in 2016 by 20 per cent. Alongside the delivery of long-standing IoIC courses, we also expanded our offering to reflect the development of our Profession Map and Competency Framework with new courses to include:

- Neuroscience Masterclass
- Introduction to Internal Communication
- Employee Engagement for Communicators
- Measurement & Evaluation
- Speaking Truth to Power
- Communicating Culture
- Crisis Communications

We also continue to see the rise in delegates taking part in our Accelerate programme in association with Gatehouse. This is a fast-track learning and development programme covering the fundamentals of strategic internal communication, and delegate numbers were up 16 per cent in 2016. We have also worked with a number of organisations to tailor and deliver in-house training.



## **Mentoring**

Following a successful pilot in 2016, we launched our Mentoring scheme as a new free member benefit. Delivered across three separate intakes a total of 50 mentees benefitted from the programme with 43 new mentors.

With overwhelming positive feedback, we are looking forward to building this programme in 2018.

## Continuous Professional Development (CPD)

In March 2017, we launched a new online CPD programme dedicated to help members further their careers and demonstrate the credibility of the profession. IoIC's new online CPD tool is free to all members and provides a framework for professionals to plan their career goals, identify development needs, track progress and reflect on what they've learned. Those who complete the recommended 32 hours of CPD per year will achieve IoIC CPD accredited status.

CPD acknowledges that learning happens in a multitude of ways – linking practice into learning – and it can be easily embedded into the routine of everyday professional lives. With over 105 members registering for the IoIC CPD scheme in 2017, we are looking forward to working with those members to help use the tool to plan, develop and grow.



## Awards

### National awards

The annual IoIC Awards 2017 saw some truly outstanding pieces of work. Although entries were slightly down on the previous year, by 8 per cent, we continued to see strong numbers in the traditional print and event classes and increasingly higher class entries in the digital and campaign classes.

Over 44 class winners were handed out at the Intercontinental Hotel, Park Lane in London on 29 September, at the awards event attended by over 350 internal communication professionals.

## ICon Awards

The ICon Awards recognise talented internal communication professionals. At the ICon Awards event held on 23 November at the London Stock Exchange in London, seven new fellowships were handed out, alongside awards for Best IC Manager, Best Editor, Best Designer and Best Freelance. We awarded the highly acclaimed Internal Communicator of the Year to Sue Palfrey, Head of Internal Communication for The National Trust.

### Regional awards

#### Central & North

It was a blockbuster year for the IoIC Central & North Region Awards, the biggest in its history, with new categories, new judges and a first venture to York. Over 240 internal communication professionals gathered at the National Railway Museum in York, as over 17 class winners were handed out by the evening's compere, Mike Ramsden, a seasoned broadcaster – a past BBC London's anchorman and now head of broadcast at PLMR.

#### Scotland

The annual IoIC Scotland Awards took place on 1 March as more than 100 guests gathered at Dynamic Earth in Edinburgh. Over 21 class winners were awarded by the evening's compere, John Beattie, alongside Scotland Region Director, Alastair Scott.

*“2017 was a big, big year for IoIC and our members. It’s difficult to choose one highlight as there were so many, but, if I have to, it would be the phenomenal growth in membership we’ve seen across all of the regions. It’s testimony to the hard work of our volunteers and HQ team and I’m proud to be counted among them!”*

**Rich Baker, IoIC Board & Region Director**



## Conference

### IoIC Live

IoIC Live 2017 focused on 'Making the leap: IC at the heart of the organisation', with more than 120 professionals coming together in Bristol on 11–12 May. There were two days of fascinating presentations that underlined the premise that great communication isn't just about the mechanics of what we do; it's also intrinsically linked with emotional intelligence.

It was a conference that demonstrated that IC – as if we ever doubted it – is much more than producing award-winning channels; they should come as standard. Our challenge as communicators is to win the hearts and minds of our senior stakeholders by understanding the psychology of the people we need to influence.

IoIC Live hosted some fantastic speakers from organisations including Nationwide, Oxfam GB, Thwaites hotels, Marston's, Harrods, Linklaters and Natural England, as well as a fascinating workshop on "How to get inside the head of your CEO", led by Graham Cox from Boundaries Edge, who has a background in British Intelligence Serves and UK Special Forces.

### Insight Seminar

This year's annual Insight Seminar, held at the London Stock Exchange on 23 November, discussed the importance of employee voice. We heard from a variety of speakers: Nationwide, on how it is transforming conversations and communications; Time Inc, about how to ensure employee voice is heard during a change programme; and Engage for Success on the importance of employee voice as one the four enablers of engagement; and Sheila Parry shared details of her new model PRIDE, offering a refreshing approach that raises the value of our activities and shows organisations how to create an authentic and energetic workplace.



## Regions

With increased volunteer support, it was another outstanding year for the regions. We continued to build activities with our new informal hub events alongside a range of events that shared case studies, top tips and interactive workshops to collaborate on internal communication challenges. With over 27 regional events in 2017 attended by over 350 individuals, we are thrilled to facilitate connections and the sharing of best practice across the UK.

### Ireland

In 2017, we saw the launch of the refreshed IoIC Ireland region, with a new committee passionate about providing dedicated and local internal communication support. A series of new events took place in Dublin, covering topics such as "Connecting Ireland & change communications" and "Let's talk about channels". We are excited to see this network flourish and build in 2018.

### North

Activities in the North continue to build with more new hubs formed across the region, with events taking place in Manchester, Leeds, Hull, Bradford, Sheffield and York.

We also saw the return of the Better Connected Conference, held in Leeds on 15 June. The conference explored the theme of employee voice, as we heard from speakers from organisations including Mercedes-Benz, M&S, Hitachi Rail, the Army, Greggs and Minerva Engagement. There was also time for focused conversations to give delegates the opportunity to network and discuss the content with peers.

## Central

The Central region built its activities with new informal hubs in areas including Coventry & Warwickshire, Birmingham and Oxfordshire. In addition, speaker events were held looking at topics such as “Use of intranets” and “Employer brand”.

## London & South East

The London region delivered a series of events including “Rise of multi-location hybrid events”, “Communication fundamentals”, “Power of video”, “Your career, your future” and “GDPR”.

The region also held the annual IoIC Summer Party on 10 July in the beautiful grounds of the Grange Whitehall Hotel in Bloomsbury. The event heard from six speakers as they took to the soapbox with some quickfire TED-style talks on thought-provoking topics. Over 90 guests joined us to hear from our speakers, network and enjoy a drink in the fabulous garden setting.

## South West

The South West region held a series of events which looked at topics including “Your career, your industry”, “Measurement transformation” and “Employer brand”. The region continues to grow in attendance and activities.

*“Bringing internal communicators together to share experiences and build professional standards is one of our main reasons for existing, so last year I was really encouraged by the growth of our community - in the shape of our new members, those who learned or trained with us for the first time, and through social media. I’d like to welcome everyone who engaged with us for the first time in 2017.”*

**Oli Howard, IoIC Board Director**



## Publishing & Communications

### Voice magazine

We saw the first full year of our new quarterly print magazine, *Voice*. The magazine went from strength to strength in 2017 as we featured voices from across the profession who shared their expertise and experiences. The magazine explored topics including:

- Why internal comms and human resources should be drumming to the same beat
- How to create an open business culture that talks about mental health
- Internal communications on a shoestring
- Building social networks
- Recruiting ex-offenders
- Part-time roles for communicators
- Good measurement
- Customer experience

For the October issue, we published our first themed issue which took a leadership focus. We explored leadership trust, how internal communicators can support leaders to build their communication skills and how we can use IC tactics to craft an open and authentic leadership voice, driving engagement and connectivity.

Throughout the year we also had interviews with Heather Wagoner, director of IC for the BBC, Krishan Lathigra, head of internal communication for the Foreign & Commonwealth Office and Hywel Ball, assurance managing partner for the UK and Ireland at EY.

*“It’s a publication that packs a real punch, tackles some big issues and provides snippets of ‘quickfire’ info that are interesting/useful. I don’t always see that from membership magazines.” – Reader comment*

## Voice Online

In March 2017, we launched *Voice Online* ([voice.ioic.org.uk](http://voice.ioic.org.uk)) to accompany *Voice* magazine. The online site includes content from the print magazine, as well as online-only articles, case studies and thought pieces.

## Webinars

In 2017 we also launched a new series of webinars to stage content and debate in the online space. They are free to all members of the IoIC.

We tackled:

- *But my manager told me*  
Discussing the importance of building trust through middle managers and their effectiveness as an internal communication channel
- *Towards the Trusted Advisor*  
Exploring what it meant to be a trusted advisor and what you need to do to become one
- *Understanding the "Art of the Possible" for Video Communication*  
Helping Internal Communicators understand how to fully leverage video communications

The webinars are also recorded and available on the IoIC website and with more planned for 2018, we are dedicated to building our digital content.

*"As a membership organisation, our focus is on our members and our success is driven by our members' satisfaction, so it's rewarding to see our efforts truly resonate with our audience. This past year, we feel as if we've got to know our members much better – and that relationship continues to grow as we refine and enhance both our communications channels as well as our portfolio of member benefits. Externally, it's also rewarding to see IoIC's reputation grow and become known as a leading organisation in its field."*

**Nada Zbirek, IoIC Board Director**

## Financials

The following summary of key financial information is extracted from the audited accounts for the year 2017.

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	2017	2016
Subscriptions	£130,326	£96,267
National awards	£103,694	£112,577
Conference	£45,140	£47,640
Professional development	£218,408	£149,355
Special events	£748	£7,981
Sponsorship	£33,625	£35,700
Regional events	£56,816	£39,616
Sundry income	£16,718	£12,647
<b>Total</b>	<b>£605,475</b>	<b>£501,783</b>

Expenditure	2017	2016
Cost of sales	£349,025	£274,239
Operating costs	£264,033	£252,926
<b>Total</b>	<b>£613,058</b>	<b>£527,165</b>

Recognised gains and losses	2017	2016
<b>Loss before taxation</b>	<b>(£7,583)</b>	<b>(£25,382)</b>

### Summary balance sheet

	2017	2016
<b>Fixed assets</b>		
Tangible assets	£11,433	£4,584
<b>Current assets</b>		
Debtors	£101,080	£92,968
Cash at bank and in hand	£71,527	£67,776
Creditors: amounts falling due within one year	(£130,157)	(£103,862)
<b>Net current assets</b>	<b>£56,882</b>	<b>£82,349</b>
<b>Net assets / Capital &amp; Reserves</b>	<b>£53,883</b>	<b>£61,466</b>

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## Company details

### IoIC main board

Suzanne Peck, IoIC President  
Jennifer Sproul, Chief Executive  
Kate Jones, Board Chair  
Rich Baker, Board Director  
Liz Cochrane, Board Director  
Steve Doswell, Board Director  
Oli Howard, Board Director  
Tam Sandeman, Board Director  
Justine Stevenson, Board Director  
Phil Weare, Board Director  
Andy Williamson, Board Director  
Nada Zbirek, Board Director

### About IoIC

IoIC is the only independent professional body solely dedicated to promoting a deeper understanding of internal communication and helping our members to be the best they can be – today, and in the future

If you're interested in how the workplace works, and in making it better, then the IoIC is for you. We're the leading independent professional body dedicated to internal communication.

We represent more than 1,200 professionals, helping them build credibility, skills and knowledge to advance their careers and prove the value that effective communication brings to organisations large and small.

We're the voice of internal communication. We've been setting the standard for almost 70 years, driving the profession forward through qualifications, career development, thought leadership and best practice.

### Regional directors

Alastair Scott, Scotland Regional Director  
Andy Holt, North Regional Director  
Rich Baker, Central Regional Director  
Paula Wilson, London Regional Director  
Colin Archer, South West Regional Director

### Our focus

IoIC exists to ensure the profession is both credible and recognised, as we

- *promote* – providing credibility and professional standards
- *connect* – broker relationships through our events and networks
- *develop* – support the development of skills and knowledge through professional development
- *champion* – celebrate and showcase the work of the sector through our awards and content

Administration is carried out by a small team at head office, led by the chief executive.

Although the head office team is employed by IoIC, we are extremely grateful for their dedication and professionalism and for always delivering beyond what is asked of them. Thank you Brenda Scott, Tim Beynon, Sarah Magee and Daniela Girardi.

The Institute is directed by a member-elected board, all of whom are volunteers.

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## **Institute of Internal Communication**

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*The power within*