



IoIC Annual Review 2016

*Promoting, connecting, developing
and championing the profession
of internal communication*

Introduction



Jennifer Sproul
Chief executive, IoIC

New conversation, raising credibility and remarkable events

This has been a fantastic year for IoIC, as we expand our activities, improve the value of membership and define the purpose of internal communication, highlighting the critical contribution we make to organisations large and small.

I joined the IoIC in August 2015 and officially took over as chief executive from Steve Doswell at our last AGM on 5 May 2016. With Steve's support, as well as that of all our board members, I was given the gift of time before taking over. This allowed me to get out and about, talking with members and non-members to understand the challenges the profession was facing and what more they wanted to see from their Institute.

This time was invaluable to me, as during these conversations I was consistently asked, 'Why does IoIC exist and what is the point of a professional body?' These questions gave me a fantastic starting point to redefine the IoIC narrative and begin to build more compelling reasons for why an organisation such as IoIC is so important today.

I like to summarise why we exist and what we are here to do in four key areas: we *promote, connect, develop* and *champion* the profession of internal communication. Throughout 2016, we focused on building our activities and membership agenda to deliver on all of these areas.

In this *Annual Review* you will see some of the highlights from our activities. Ultimately, we want you to feel that being part of IoIC shows that what you do matters, and helps you to build the skills and knowledge that demonstrate both the unique and important role you play in your organisation.

Our financial performance is improving; we increased our turnover by 12 per cent in 2016. To deliver on our strategy, we also made investments in our professional development activities, communications and online services. Our overall

position was an unfortunate deficit of –£26,053, but this was an improvement on the deficit of –£38,774 in 2015. We believe the investments we have made in 2016 and the continued development plans we have will enable us to achieve a surplus in 2017.

This year has been one where disruption continues to be the new normal as we are faced with continuing change in our organisations. The world around us is evolving, with new technology and new conversations taking place across the workplace that, as internal communicators, we can't always control. The importance of trusted leadership remains top of the agenda and, as a profession, we are often tasked with facilitating conversations between leaders and the workforce.

It's safe to say the toolbox of internal communication has never been bigger, but there is still room for it to grow. I often have conversations about how we need to improve our strategic thinking and work more collaboratively with other functions, such as HR, marketing and external communications. And we are all still on the quest to demonstrate the true ROI of internal communication.

At IoIC, we are committed to raising the standards and credibility of internal communications. And in 2016, we saw the first in our series of new activities through our new membership grading structure, improved online services, increased professional development activities and support. We also made it our mission to increase conversations between you as professionals, through our new magazine and expanded regional and networking events.

Finally, we launched the IoIC profession map to help you identify your development needs, but also to demonstrate to organisations and leaders what you do and how you do it.

We concluded all of this with IoIC featuring for the first time on BBC Radio 4, in its Archive Hour on New Year's Eve, in a programme that looked at the history of IC and where we are today. And yes, I did listen to it live and made all my friends and family turn off the party music to tune in, as I truly believe what you do matters.

I would like to thank all our members, board directors, regional directors, volunteers and all those who have given me their time so generously in 2016 and made me feel so welcome.



*Suzanne Peck
IoIC president &
vice-president FEIEA*

A little more conversation...

2016 was the year that IoIC talked more, listened more – and took action.

As political change and unpredictability shifted mindsets, ideals and goalposts in the outside world, it proved a good time for the Institute to be looking to the future.

Understanding why the IoIC exists and the value of being a member are constantly on our minds, so talking to members and to the industry in more depth last year gave us a clearer mandate to keep on doing what we were doing – but quicker and better.

We've been in existence for 68 years now. We know a lot about standards and best practice, but we also need to evolve as an Institute to keep pace with the changing role, and needs, of the internal communicator.

What do our members want from IoIC?

- **Networking.** In today's ever-connected world, who you know matters, and members see IoIC as full of potential contacts and networking opportunities for strengthening ties.
- **Ways to connect.** The more regular events to engage members and create value for their membership is valued. These range from national conferences, showcase awards, to regional seminars to informal happy hours.

■ **Professional development and learning.**

Continuing education and professional development is seen as key to succeed. We're now providing workshops, seminars and training, plus mentorship opportunities, all countable as CPD points.

■ **Feeling part of something important.**

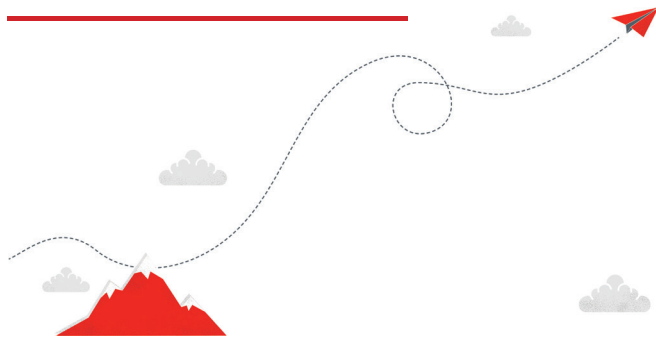
Internal communication is maturing as a function and professionals join colleagues in HR, PR and marketing as trusted advisers and are catalysts for employee collaboration. Many members join because they believe in and support the mission of IoIC and the work we do.

I believe IoIC stepped up in 2016. Building on the work developed by former CEO Steve Doswell, there's renewed purpose, action and energy in our activities and opportunities.

Jennifer Sproul and the head office team are driving our change. They are the head, arms and legs supported by our often unsung and unmentioned volunteers up and down the country; the backbone of the IoIC. Volunteers drive and support national and regional events, with awards judging, with our strategy by being on the board, by heading up special projects and activity groups and by being great advocates. We're lucky to have passionate people who care about our industry and give their time. It's a great way to be part of the change you want to see and to shape the Institute, so think about how you may be able to contribute to your organisation.

It's a great time to be involved.

Activities and highlights



Membership

Membership grading

In July 2016, IoIC launched a new membership grading system as a first step towards driving standards and credibility in the profession. The new structure offers internal communicators a pathway to progress, using their experience, skills and qualifications to demonstrate their achievements and competence as a professional. The four grades of membership are now:

- Affiliate
- Member (MIIC)
- Certified Member (CIIC)
- Fellow (FIIC)

Following this launch, at the end of 2016, over 61 per cent of IoIC members had official designation letters, which they can use to demonstrate their professional credibility.

“We’re only as strong as our membership, so creating the base to retain members and recruit new ones in 2017 is allowing us to move well past 1,000 – which is great. It provides us with a real foundation for the future.”

Oli Howard, IoIC board director

IoIC members as of 31 December 2016

Total = 904



Professional development

Qualifications

To ensure more supported learning to candidates taking either the IoIC foundation or advanced diploma, additional support was added with the inclusion of two free training places on any IoIC course. Candidates for the foundation diploma now also have access to a facilitator to help guide them through their studies and provide dedicated one-to-one advice. The dual accreditation from both IoIC and Southampton Solent University continues to develop as more candidates value the benefit of the academic recognition.

IoIC Foundation Diploma

Thirteen candidates were awarded the diploma in 2016, with four achieving a distinction.

IoIC Advanced Diploma

Seven candidates were awarded the diploma in 2016.



Training

More than 185 individuals participated in an IoIC training course in 2016, a record high for the Institute. IoIC delivered 21 courses with topics including communication planning; social media for internal communicators; maximising the value of communication channels; communicating change; how to unleash creativity; effective newswriting; and writing for digital publications.

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.

IoIC also introduced courses running in 2017 to include a neuroscience masterclass; communicating culture; and employee engagement for communicators.

“It’s great to see a completely new, more modern and fresher brand come to life for the IoIC and, of course, the creation of the fab new IoIC competency framework – a tool that will really support fellow professionals in their growth and development.”

Tam Sandeman, IoIC board director



Profession map

IoIC launched its new profession map in November 2016, intended to define our purpose as a profession and help businesses and practitioners understand what we do and how we do it. The visual circular map identified six core professional areas of required skills and knowledge, alongside nine supporting behaviours, which enable practitioners to do their jobs efficiently and effectively.

These areas all go towards achieving our purpose “to create an informed, engaged and connected workforce to drive organisational performance”.

The profession map received an overwhelming level of support and has been used by practitioners to help demonstrate their impact and identify their development needs.

We asked for feedback, which has helped add the detail to our competency framework, launched in March 2017.



Mentoring

A pilot for a new mentoring programme was launched in 2016, with 12 mentees and 12 mentors. Following positive feedback this has enabled IoIC to make this available to all members in 2017.

“2016 saw IoIC decisively claim its place as the must-have membership for our profession – giving us the definitive competency framework and profession map, and literally raising our Voice with the return of a brilliant members magazine.”

Kate Jones, IoIC chair



Conference

IoIC Live 2016 focused on *Humanising Internal Communication: It's a people business*, with more than 120 professionals coming together in Birmingham on 5–6 May. The event examined how IC connects with our functions and audiences to bring people to the forefront and make our communication more relevant, more engaging and more human.

IoIC Live hosted some fantastic speakers from organisations including FCO, Northumbrian Water Group, British Red Cross, GE Healthcare, IBM, Barking, Havering & Redbridge Hospital NHS Trust and a fantastic closing keynote with the popular Leandro Herrero.



Awards

National awards

The annual IoIC Awards 2016 saw a high level of quality entries. These were showcased at our biggest event yet at the sparkling awards dinner held at Shakespeare's Globe on 23 September. Thirty-six class winners received their award on stage and 168 awards of excellence were given, with more than 350 guests attending on the night.

ICon Awards

The ICon Awards recognise talented internal communication professionals. At the ICon Awards lunch held on 10 November in London, eight 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 Kate Jones, head of internal communication for Tarmac. In addition, new awards recognising the highest achievers among 2016's diploma cohorts were introduced.

Regional awards

Regional awards for the Central & North Region took place in Leicester on 26 February and for Scotland in Glasgow on 6 March. At the events, awards were handed out to over 42 class winners, highlighting the fantastic work of internal communication being generated from these regions.

“IoIC made great strides in 2016 to demonstrate its members-first commitment through the launch of membership grading and first-class communications. I can't wait to see what 2017 brings!”

Nada Zbriek, IoIC board director



Regions

2016 was a great year for the regions as we saw a wealth of activity across the UK with increased support through our regional directors and their committees.

“The last 12 months have been transformative for IoIC and its members. I’m particularly proud of our #ExcellenceExpress Central & North Awards which began in 2016, and the work our volunteer regional directors and committees do to promote IoIC and grow our membership. Let’s make the next 12 months even better!”

Rich Baker, IoIC board director and regional director, Central

Scotland

A series of networking evenings were held in both Edinburgh and Glasgow on topics including virtual reality – the future of IC; meet with winners from the Scotland Awards; and the transformation of RBS.

North

The North region was truly reignited with its Better Connected conference, held in Manchester on 15 June. This full event saw more than 100 delegates come together to hear from speakers from organisations including Direct Line, Best Western Hotels, Northumbrian Water Group and Monarch Airlines Group. Through its interactive format, Better Connected saw the launch of a series of new hubs across the region to include York, North East, Manchester and Leeds. These hubs all went on to hold their own events tackling common challenges in internal comms.

“2016 was the year we reignited IoIC North through Better Connected at Media City and kick-started a new approach to networking across our region through our city hubs.”

Andy Holt, regional director, North

Central

Working with local connections and volunteers, the Central region also held a great series of networking evenings in Coventry and Birmingham. The events featured speed networking, giving individuals the opportunity to connect with other professionals in their region, and also hear from speakers on topics including my IC story and neuroscience, with a workshop on hard-to-reach audiences.

The Central region seminar took place to coincide with the Central & North Awards dinner in Leicester, seeing more than 50 delegates come together to discuss challenges and share best practice.

London & South East

The London & South East region delivered another fantastic trilogy series to highlight and discuss the role of the internal communicator in employer brand management. Through this series, which featured a panel debate, workshop on employer brand measurement and a series of real life case studies, delegates were able to further understand employer brand management and the unique role that internal communicators can play in both its conception, delivery and management in an organisation.

Alongside this trilogy, the region also hosted the annual summer party and their influential communicators event with Boundaries Edge.

South West

The South West region was also revived in 2016, with a series of new breakfast debates held in Swindon and Bristol. These covered topics including highlights from the VMA Inside Insight research; and a discussion workshop lead by Nationwide entitled *Do millennials want to hear something else?*

“I’m delighted to see members in the South West region beginning to get more involved in local events; we’ve seen a new lease of life as the region picks up the pace in networking and shared learning. It’s fantastic to see how people have given their time and knowledge to the benefit of all those who’ve attended. Next year is going to be even better!”

Colin Archer, regional director, South West



Publishing and communications

Online services

The IoIC website was updated in July 2016, providing an easier navigation and improved online services to allow members to manage and renew their membership online, register for events and access exclusive content.

Guidance post-Brexit

To support members during the Brexit announcement, IoIC published a series of dedicated articles and opinion pieces to help professionals navigate the challenges with an exclusive members' research report.

New Voice in internal communication

In December 2016, IoIC made the bold decision to return to print with the launch of its quarterly title Voice. A new, straight-talking magazine allowing industry experts to talk about the good, the bad and, yes, the ugly of internal communication. The magazine is rich in practical, useful content for IC practitioners with in-depth features, key research and opinions from around the industry. Circulated exclusively to members of IoIC, it's an essential tool to gain knowledge and talk openly to peers.

E-book on internal communication trends

The year ended with the annual e-book on internal communication trends. Issues covered included tackling uncertainty, research, video in IC, comms careers, identifying influencers and IC in the networked organisation.

“It was very rewarding to participate in the decision to send our members’ magazine offline and back to the future: as an in-depth, quality, printed publication.”

Andy Williamson, IoIC board director, communications

Financials

The following summary of key financial information is extracted from the audited accounts for the year 2016.

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	2016	2015
Subscriptions	£96,267	£105,632
National awards	£112,577	£78,034
Conference	£47,640	£40,459
Professional development	£149,355	£154,824
Special events	£7,981	£3,801
Sponsorship	£35,700	£24,050
Regional events	£39,616	£40,060
Sundry income	£12,647	£1,463
Total	£501,783	£448,323

Expenditure	2016	2015
Cost of sales	£274,239	£262,923
Operating costs	£252,926	£224,277
Other interest receivable	£25	£103
Interest payable	£696	£-
Total	£527,886	£487,303

Recognised gains and losses	2016	2015
Loss before taxation	(£26,053)	(£38,774)

Summary balance sheet

	2016	2015
Fixed assets		
Tangible assets	£4,584	£5,170
Current assets		
Debtors	£94,270	£113,504
Cash at bank and in hand	£67,776	£49,799
Creditors: amounts falling due within one year	£105,164	£80,954
Net current assets	£56,882	£82,349

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

A not-for-profit organisation, IoIC is the only independent professional body solely dedicated to promoting a deeper understanding of internal communication. We help 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 represent more than 1,000 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 more than 65 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 the 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 and Sarah Magee.

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

Institute of Internal Communication

Suite G10, Gemini House, Sunrise Parkway,
Linford Wood, Milton Keynes, MK14 6PW

Tel: 01908 232168

www.ioic.org.uk

enquiries@ioic.org.uk

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