
IoIC Annual Review 2018

*Engaging &
connecting people
at work since 1949*



Introduction



Jennifer Sproul
Chief executive, IoIC

2018 was another year of fantastic growth and achievement for IoIC, with record membership numbers, significant growth in professional development and increased attendance across the board. Turnover increased by 28% and we achieved an overall surplus.

The role of chief executive is a rollercoaster ride. When I take time to look back at everything we have achieved in the few years since I took over the role, I am truly overwhelmed and grateful. I am privileged to have met and worked with so many of our members, who are passionate and dedicated to improving themselves and, with that, the reputation of internal communication.

As I write my column for the 2018 Annual Review, we are celebrating our 70th anniversary as an Institute, which gave me a wonderful opportunity to look back at our history and achievements.

We have certainly been on a journey from the post room to the boardroom and I think it's fair to say in recent years we have found our own voice and strength in our strategic positioning. For me, this is evident when I look through the activities and achievements of IoIC in 2018.

Our focus has been on providing improved resources, events and activities to ensure our members can build their credibility, and learn, develop and connect. In 2018, we continued to expand our offering in all these areas and we are seeing this impact in our engagement and numbers, so we couldn't ask for more.

Alongside this, we have been working to improve the reputation of internal communication as a defined profession with unique skills. We know everyone thinks they can do "communication", but we know that's not the case – and with more professionals investing in their skills, we are proving this day after day.

I am also delighted to report that after five years of making losses, we have achieved a surplus of £15,428 alongside an increased turnover of £775,059 (2017: £605,475).

Although we are a not-for-profit organisation, we have an obligation to our members (our shareholders) to ensure the continued growth of IoIC. The achievement of a profit not only ensures our future, but gives us the capabilities to continue to invest in our activities and build our voice for the internal communication profession.

With the growth in membership and the investment that our members are making in themselves as practitioners, I am very excited about our future. Internal communication is, I believe, having a moment. We know the world around us is continuing to evolve: the workplace itself; continuous change and transformation; how we consume content and form opinions; how we create meaningful and trusted relationships; and how we manage our own wellbeing in what feels like an overwhelming world.

Internal communication has been there in the background for over 70 years, helping organisations navigate these paths, but the need and impact of effective IC is being felt more than ever as we see more and more organisations put their people higher up the stakeholder ladder. Well, it's about time.

So my call-out to you all is: let's keep investing in ourselves, make our voice louder and unite as a community – as we are stronger together.

As we look to 2019, we have more exciting plans ahead as we focus on developing the membership experience, building our content and advocating for internal communication through our #WeMatterAtWork campaign.

So that just leaves me to say thank you so much to you all for supporting us, to our volunteers for their amazing contributions and to the team at head office for all their hard work.

Here's to another fantastic year!

An exciting future for internal comms



Suzanne Peck
*IoIC president and
FEIEA vice-president*

Planning a focus for IoIC's 70th year – what we want to be known for, how we can amplify the value that great internal comms brings to organisations – turned out to be much easier than we first thought.

We have a rich past to choose from. Charting IoIC's work over those 70 years showed just how far we've come from the broadcast, good-news method of communicating where we began. Campaigns ranging from creating the first evidence of what good looks like with the IoIC Awards, the first handbook on internal communication, mapping the skills we need, and setting up a regional network all helped to shape the IoIC of today.

But it's the future that has even more potential and that feels exciting.

While the world around us continues to tip and shift in uncertain directions, our conversations kept coming back to the real difference that internal communication can make.

How we communicate at work transforms working lives. People are more engaged and productive if we communicate well. People feel that they matter at work. They make positive contributions to more successful organisations which, in turn, contribute to an improved economy and better society overall.

So, our focus for our 70th year is We Matter At Work.

Right now, there are huge opportunities that we could never have predicted for IC professionals 70 years ago. We've found a more rallying, more sophisticated way of connecting and engaging people.

And it's a great time to be an internal communicator. I believe we're seeing a new era in IC, in our influence and impact, as leaders better understand the business benefits of effective internal communication.

While Gallup reports that 87 per cent of global employees are either not engaged or actively disengaged at work, IC is clarifying the bigger picture, helping employees better understand how what they are doing counts and creating a stronger link between employee and employer.

Internal communicators are bridging a technology gap, balancing the business need for faster, productive solutions with relevant platforms, tools and comms approaches that connect audiences. We're opening up collaboration, best practice and feedback.

We're taking hold of data to demonstrate the worth of our work. Yes, we all agree that there's still a long way to go, but we are thinking more as strategic business partners and using insight as evidence of change.

And our skills mean that we're unlikely to be replaced by robots. Getting under the skin of an organisation, questioning and being considered a trusted, go-to adviser, consultant and mentor – that takes understanding, empathy and talent that machines can't replicate.

As Jennifer says in her report, we see the evidence of We Matter At Work through the growth of IoIC.

More opportunities for professional development and learning, more opportunities for members to connect and to network, and more opportunities for IC people to demonstrate their worth.

More members, more training, more networking, more regional events and more communications all delivered by our Head Office team of Brenda, Daniela, Sarah and Tim, who are the most dedicated people you could wish to have supporting your IoIC.

Chief executive Jennifer continues to be an inspiration – a real powerhouse behind the growth of the Institute and the guardian of our ambition to promote internal communication as a discipline in its own right.

And we're also lucky to have such willing volunteers up and down the country, selflessly giving their time to committees, meetings, events, and to promoting what great IC looks like.

The 70th year has been a great opportunity to celebrate great IC, the people shaping internal communication, and the difference we're making today, for tomorrow.



Sarah Magee
*Professional
development
manager, IoIC*

What does it mean to be a ‘professional’?

There are several ways to define the word “professional”. It can be used as an adjective to describe a person’s demeanour or attitude, or a noun attributed to a person’s status or level of competence. The Oxford English Dictionary says that the word can be taken to mean “Relating to or belonging to a profession” or “A person competent or skilled in a particular activity”, among other things.

When it comes to internal communication, or any occupation for that matter, what is it that allows us to deem ourselves as professionals? I speak to a lot of internal communication practitioners at various training courses, induction days or events and one of the shared frustrations I hear time and time again is the idea that everyone within an organisation can do internal communication, rubbing out that invisible line that is drawn around the specific skills and knowledge of an IC practitioner.



Of course, we should be empowering colleagues to collaborate across departments and share knowledge and best practice with one another. But we also want to ensure that we maintain that element of expertise – of being the internal communication professional.

The huge surge in engagement with IoIC professional development activities in 2018 demonstrates to me the ever-increasing awareness from members of the importance in investing in those specific requisite skills and knowledge.

This last year has been hugely significant for this area of the Institute, not least because we saw the long-awaited return of the Masters in Internal Communication Management, in proud partnership with Solent University. The provision of such an accolade within higher education is just one of the many ways in which we are able to continually demonstrate the strategic nature of this discipline and the requirement for such levels of formal learning.


Is gaining a recognised higher education qualification what it takes to be able to assert ourselves as a professional? If we were to consider other disciplines such as accountancy, medicine or law, the answer would absolutely be yes (I’d say we’re all as unlikely as each other to take medical advice from an unqualified doctor or give our accounts to an unqualified accountant).

But is internal communication in the same boat? My feeling is no – at least, not yet.

For me, the operative word in *professional development offering* is the middle one: development. Yes, we all want to work towards having the confidence to truly define ourselves as professionals, no matter what we do, but I think the real meaning of being a professional is recognising that there is always room for development and wanting to develop that little bit further.

So if you've engaged in any professional development activity in the last year – whether with IoC or any other provider – from studying towards a qualification, attending a training course, gaining or becoming a mentor, logging your CPD hours, spending some time on reflective thinking, or just reading Voice magazine cover to cover, be proud of the developmental steps that you've taken towards your professionalism.

2018 was a good year. But 2019 can be even better. There are so many things that I want to do to ensure that your professional development offering meets every single one of your requirements and I would love to hear about any ideas that you have that will help us to get there.

So please get in touch and let me know how we can help you to become “a person competent or skilled in a particular activity” ...or whatever your definition of professional  professionalism and investing in your membership with the IoC.

IoIC in numbers

1,427 Members

33% Increase in membership



586 New

IoIC professional development

48

Training courses delivered



21

Students awarded an IoIC qualification



24

Students undertaking the Masters in IC Management



371

Training course delegates



39

People who took part in the Accelerate programme



92

Members registered for CPD in 2018 – with a total of 204 people registered



41

Matched mentees and mentors



63%

Increase in professional development



IoIC events

7

FutureNet events – with 150 attendees in total



140

Delegates who attended IoIC Live (May 2018)



80

Delegates who attended Voice Live (November 2018)

632

Number of delegates who attended 44 regional events

75

Awards given out



661

Registrants across five webinars



IoIC communications

20

Blog posts



55

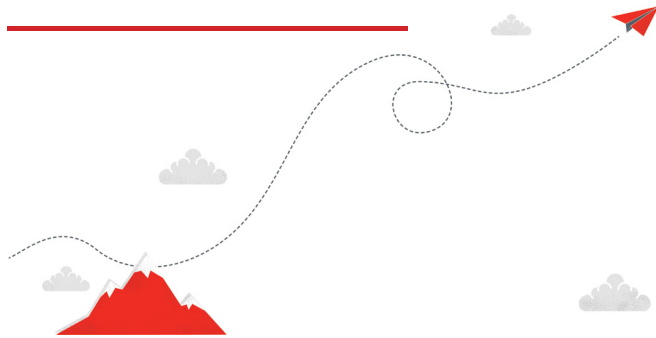
Voice Online articles posted

4

Issues of Voice magazine

VOICE

Activities and highlights



Membership

IoIC membership is core to our role as the only independent professional body solely dedicated to internal communication in the UK. Our members demonstrate their commitment to best practice internal communication and help us elevate the professional status of this vital profession.

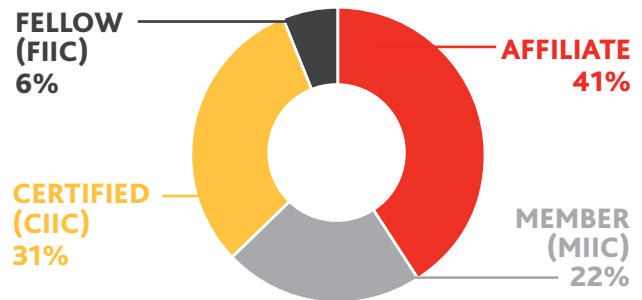
We ended 2018 with the highest membership in the Institute's history, attracting 586 new members (2017: 454). This growth is a fantastic achievement, giving IoIC the platform to continue to grow our activities and be the voice for the IC profession.

As we enter 2019 after 70 years as an Institute, we have more plans to strengthen our membership offering, including:

- improving our website and membership experience
- more content to support members in best practice guidance
- increased regional events and networking.

IoIC members as of 31 December 2018

Total = 1,427 (up from 1,248 on 31 December 2017)



Fellows

We were delighted to award 12 new Fellowships in 2018, presented at a new event launched exclusively for Fellows on 5 November in London. We were delighted to welcome:

- Colin Archer
- Martin Deakin
- Helen Deverell
- Fionnuala Dowie
- Sarah Edwards
- Ruth Findlay
- Victoria Fletcher
- Susan Mallinder
- Catherine Power
- Rachel Royall
- Nick Terry
- Sarah-Jane Wakefield

FutureNet

Our FutureNet network went from strength to strength in 2018, as the committee worked to build the activities and resources exclusively for IC newcomers. The network hosted a series of events on topics:

- A welcome event – with speakers Glenn Elliott, author of *The Rebel Playbook*, and Justine Stevenson, head of internal communication, London Stock Exchange.
- The next step – with speakers Alex Whittingham from Kuehne + Nagel, and Anna Field from LSEG, who shared their advice on becoming an IC manager/business partner.
- The Trailblazers event – with Jacqui Ryan from Kerry Foods, who shared the company's award-winning engagement programme.

To supplement the events and provide a safe space for members to explore issues and share challenges, AskFutureNet was launched. This is an online zoom call for members to come together and discuss experiences around a particular topic and provide support and advice to help each other learn and develop. In addition, a dedicated newsletter was launched to share activities, blogs and experiences.

As we look to 2019, the FutureNet group has great plans to enhance events with new formats and regional locations and will also be launching a Careers Guide for Internal Communication, targeting undergraduates and universities to promote internal comms as a career choice and secure the next wave of talent.



Professional development

Our professional development activities continue to see the biggest amount of growth, demonstrating a profession looking to build its skills and credibility. In 2018, we focused on developing and improving our qualifications, and we welcomed the return of the Masters in a new partnership with Solent University.

Qualifications

Foundation and Advanced Diploma

The number of students enrolling on an IoIC qualification in 2018 increased by 18 per cent.

To improve the student experience and provide a more structured teaching and learning experience, we invested in an online learning environment and introduced a more modular format to the Foundation Diploma. This work has enabled us to ensure we are embedding core skills such as writing and planning at the entry level, as well building wider skills to include critical analysis and reflective thinking.

12

Students awarded the Foundation Diploma in 2018, with seven achieving a distinction.

9

Candidates awarded the Advanced Diploma in 2018, with four achieving a distinction.

Masters in Internal Communication Management

In 2018, we were delighted and privileged to work with the teaching team who founded the Masters in Internal Communication Management to see its return in a new partnership with Solent University. This marked a significant moment for IoIC, as we are now able to offer the Masters as part of our qualification programme and framework of professional credibility and academic awards, from Level 4 (Foundation Diploma) to Level 7 (Masters).

The Masters relaunched in September 2018 with 24 students enrolled. They are working with the teaching and professional development team across four key modules:

- Building blocks for communication success: sensemaking and the organisational environment
- Thinking and acting strategically: how internal communication can drive the organisation forward
- Building for the future: the influential internal communication practitioner
- Conducting robust communication research to drive decision making

Applications are open for the 2019 cohort and we will continue to work with the teaching team and Solent University to reflect and improve the student experience.

Training

We delivered 48 training courses to record numbers and continued to introduce new topics to meet demand, including:

- Communicators in business
- Handling difficult copy
- The power of storytelling
- Creating video comms
- Crisis communications

In response to feedback, we are continuing to build and host our training courses across the UK in locations including Bristol, Edinburgh and Birmingham. The Accelerate programme, in partnership with Gatehouse, continues to live up to its name, with three programmes running in 2018.

In 2019, we will develop new courses to help practitioners build their skills and capabilities. Topics include:

- Measurement and evaluation
- The truth about trust
- Demonstrating strategic value
- Influence and impact for internal communicators
- Diversity & inclusion for communicators



Mentoring

Our mentoring programme, a free benefit for IoIC members, continues to be highly popular, with 41 professionals being paired up to forge and develop supportive relationships.

In 2019, we will look to develop further mentoring initiatives and work with our regional partners to host speed-mentoring events to provide a further reach and participation for our members.



Continuous Professional Development (CPD)

IoIC's 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. In 2018, we saw registrations increase to 204.

In 2019, as part of our work to enhance the scheme, we will be looking to develop more tools to enable practitioners to conduct skills-needs analysis through the use of the IoIC competency framework.



Awards

Recognising and championing internal communication excellence is at the heart of our values, and awards are pivotal to achieving this.

National awards

In 2018, we reviewed and refreshed the national award categories, combining classes across the channels and skills and launching new ones, such as Best Engagement Programme, and incorporated our people awards into the national scheme. We were delighted to receive 288 entries, with over 300 guests at the dinner at the Intercontinental Park Lane in London.



Regional awards

In 2018, we held regional awards in the Central & North, with a glittering event with over 200 guests at The Space Centre in Leicester (pictured below); and in Scotland, with over 100 guests at The Balmoral Hotel in Edinburgh. These are a great opportunity to showcase talent and celebrate achievements through our regional networks. We were thrilled to see another bumper year of entries and guests.



Conference

IoIC Live

Our national conference, IoIC Live 2018, looked at “Transforming Reputation: from the inside out”. It was a sell-out event, with more than 140 professionals coming together in Birmingham on 10–11 May.

Throughout the conference, we heard from expert speakers who shared their experiences and work in internal communication to drive corporate reputation and how our own personal brands can influence, transform and reset reputation.

IoIC Live hosted some fantastic speakers from organisations including Diageo, National Trust, Alzheimer’s Society, All Things IC, Repute Associates, Lloyds Commercial Banking and Greater Manchester Police, and we were joined by keynote speaker Bill Quirke (pictured), who shared his views on how the world of IC has changed over the past 10 years and some of the trends that he has seen emerge.



Voice Live

In 2018, we introduced a new event unlike anything previously produced by IoIC: Voice Live. Based around the format of *Voice* magazine, we gathered at The Underdog art gallery in London on 20 November for a series of sessions with expert speakers in a PowerPoint-free zone. Living up to the magazine’s tagline – “Where IC professionals come to talk” – delegates took part in a lively and interactive day.

We discussed how internal communicators can better support employees with disabilities, how experienced IC pros can support newcomers, supporting employees with mental health issues, change communication, and what we can learn from customer experience. There was also a debate on the benefits of digital detoxes. This event will now become a staple in the IoIC annual calendar.



Regions

Our regional activities went from strength to strength in 2018 as we hosted 44 events attended by over 630 delegates.

Ireland

A sell-out event looking at *Positioning internal communications strategically within business* took place in Dublin with over 50 delegates. Held in partnership with Carr Communications, the event included a presentation from Emily Maher, internal communications manager at Deloitte.

Scotland

The Scotland region hosted a half-day event in partnership with Scottish Power in Glasgow to look at *The future of employees and employee communication*, with a session on what the workplace will look like in 20-30 years, hosting talk channels and the emergence of digital platforms.

North

The North continued to deliver a stand-out series of events with local hubs and speaker nights taking place in Telford, Manchester, York, Hull, Leeds and Sheffield.

The annual IoIC North Conference, Better Connected, was held in Sheffield on 11 October. The conference explored the theme of *What will the future look like and what skills do communicators need to equip themselves with to be future fit?* and we heard from speakers from organisations including Visa Europe, Harrods, AO.com, Daniel Thwaites, Hermes and Plusnet.

Central

The Central region hosted events in Coventry, Birmingham and Oxford. We were also delighted to announce a new Central region director, Kirsty Bowen, who is working with the committee to further expand our central region events in 2019.

London & South East

The London region delivered a series of events, including *The power of influence* and *Executive IC insights roundtable discussion* and the region hosted our summer event, discussing *Trust or dare* with over 100 guests.

In 2018, we also announced a new London Region Director, Rachel Dakin, who is working with new and existing committee members to expand the format and range of events in 2019.

South West

The South West region held hub events in Bristol and Swindon and a half-day event, *Nudge the future and win*, with insight from Chloe Foy, behavioural science expert and strategist at Synergy, and Kate Mitchell and Susan Vincent from Lloyds Banking Group, who shared their award-winning campaign Values in Action.

Across our events, *Voice* magazine, *Voice Online*, webinars and blogs, we covered:

Trust Shadow communication
Intranets & digital channels

Remote workers **Culture**

Standards The business partner model **Technology** **Engagement**
Employee value proposition

Communities Mental health in the workplace **Strategy**
Behavioural science Dialogue and leadership communication
Communication planning

Future of IC

Communicating and supporting employees with disabilities

How to make an impact

Customer and employee experience

Changing shape of the IC role **Careers** **IC at the top table**
Inclusion & diversity Digital detoxes

Measurement

Gender pay gap **Purpose** Change communication **Reputation**
inside out **GDPR**

Personalisation Putting drama into your IC

Power of influence



Publishing, communications & content

Voice magazine

Voice magazine continues to make an impact and was shown in 2018 to be the highest-rated membership benefit from IoIC – and we even bagged ourselves a couple of awards: Best Re-Launch at MemCom and the bronze award for Best Magazine at the Association Excellence Awards.

The magazine explored topics including:

- personalisation
- cross-cultural differences in our working practices
- technology and the development of digital projects
- measurement
- inclusion and diversity and the ways in which we can ensure our comms are more inclusive
- shadow communications – as organisations become more social and employees find new ways to connect
- why an EVP involves more than a list of values

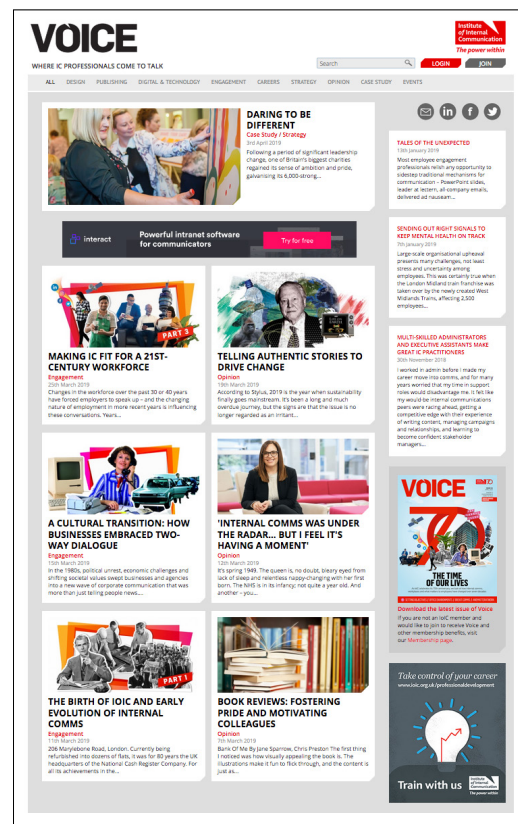


- building our strategic and insight skills to raise the reputation of IC
- communicating with remote workers
- whether the IC business partner model is still relevant

Throughout the year, we featured in-depth interviews with heads of IC or comms in different sectors: Sally Otter at Oxfam, Jonny Oser at Facebook, Colin Archer at Imperial Brands, and Paul Osgood at Clifford Chance.

Voice Online

Launched in 2017, we continued to add new and exclusive content to *Voice Online* to build our digital offering and provide more space to discuss key topics and trends. We hosted articles including *Multi-skilled administrators and executive assistants make great IC practitioners*, *What can internal comms professionals learn from the rise of the experience economy?*, *The changing shape of an internal communicators role* and *How to make an impact in your first 90 days as a head of IC*.



Webinars

We hosted more webinars in 2018, attracting a large number of registrants, and these were also hosted on-demand afterwards, free to all members of the IoIC.

We tackled:

- Why should purpose power internal communication?
- Putting dialogue at the heart of internal communication
- Making internal communication measurement easy
- Culture eats strategy for breakfast
- The truth about trust

IoIC Blogs

New for 2018, we launched the IoIC Blogs section of the website, sharing news and views from around the IC world.

We were thrilled with the response, with over 20 blog posts from a variety of authors covering topics such as:

- purpose and professionalism
- common sense, but not common practice
- how to drive internal change by calculating trust
- dare to be diverse or risk losing trust
- how to think big and still get the day job done
- the value of values.

We will continue to build our catalogue of blog content to help members share and discuss their views and experiences.

As we look to 2019, content and communications are key to our strategic focus as we work to build more factsheets and best practice guides, more online webinars and the introduction of peer-reviewed thought leadership content.



Financials

The following summary of key financial information is extracted from the audited accounts for the year 2018.

A copy of the Statutory Report and Accounts have been submitted to Companies House and is available to IoC members on request.

Summary income and expenditure account

Income	2018	2017
Subscriptions	£173,557	£130,326
National awards	£89,763	£103,694
Conference	£57,485	£45,140
Professional development	£355,226	£218,408
Special events	£10,855	£748
Sponsorship	£30,127	£33,625
Regional events	£51,288	£56,816
Sundry income	£6,758	£16,718
Total	£775,059	£605,475

Expenditure	2018	2017
Cost of sales	£471,503	£349,025
Operating costs	£288,128	£264,033
Total	£759,631	£613,058

Recognised gains and losses	2018	2017
Loss before taxation	£15,428	(£7,583)

Summary balance sheet

	2018	2017
Fixed assets		
Tangible assets	£9,328	£11,433
Current assets		
Debtors	£212,920	£101,080
Cash at bank and in hand	£81,017	£71,527
Creditors: amounts falling due within one year	(£233,954)	(£130,157)
Net current assets	£59,983	£42,450
Net assets / Capital & Reserves	£69,311	£53,883

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

Andy Holt, board director

Oli Howard, board director

Tam Sandeman, board director

Justine Stevenson, board director

Phil Weare, board director

Caroline Waddams, board director

Andy Williamson, board director

Nada Zbirek, board director

Regional directors

Alastair Scott, Scotland region director

Andy Holt, North region director

Kirsty Bowen, Central region director

Rachel Dakin, London region director

Colin Archer, South West region director

Catherine Finn, Ireland region director

About IoIC

IoIC is the only independent professional body solely dedicated to internal communication in the UK. We exist to help organisations and people succeed through promoting internal communication of the highest standard.

Our accredited members are shaping the workplaces for the better. They know people and business. They create conversations that help people feel connected, engaged and purposeful. They impact the working lives of millions.

We've been driving standards for over 70 years, through our qualifications, leadership and communities. We are the voice for internal communication, driving the agenda and building a movement of passionate, dedicated professionals.

Because how we communicate at work matters.
Because #WeMatterAtWork.

Our focus

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

- **Promote** – providing credibility and professional standards
- **Connect** – brokering relationships through our events and networks
- **Develop** – supporting the development of skills and knowledge through professional development
- **Champion** – celebrating and showcasing 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.

We are extremely grateful to the head office team 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.

Institute of Internal Communication

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The power within