

Annual Report 2021-22

AGM – Thursday 8 December 2022



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Introduction

The year from April 2021 to March 2022 marked the beginning of the next stage of the Career Development Institute's evolution, with the handover of the Chief Executive role from Jan Ellis, who had led the organisation since its inception in 2013, to David Morgan. Jan had successfully steered the organisation to become established with members and stakeholders, and left the organisation in sound financial health and with a good team in place. As the new Chief Executive, David's brief was to build on those foundations.

The objectives of this next phase were outlined in the 2025 Strategy which launched at the AGM in December 2021. The strategy was developed by the Board and Chief Executive through a consultative process involving the CDI Team, Associates, volunteers, members and key stakeholders. It sets out the direction of the organisation in the coming years, including our Purpose, Vision and Mission, our strategy and values. This is a hugely important document that informs everything we do and has been very positively received by members and stakeholders.

The strategy reinforces the CDI's dual role in supporting our members and championing the profession. Over this year, we have improved our member communications, invested in the team to enhance services and support and carried out exploratory work ahead of the digital transformation project. We have played a prominent role in the Career Development Policy Group as well as representing the profession in numerous policy consultations and discussions.

The year also saw a change in the CDI Presidency from Dave Cordle to Carolyn Parry who was installed after the AGM in December 2021. Having served for a year as President Elect, Carolyn had been part of the Board during the development of the 2025 Strategy, ensuring continuity of direction for the organisation.

2021-22 was the second year of the pandemic, where we began to see a mix of continued remote working with some return to previous activity. While we kept all our training and events online, the team were able to meet in person and we had our first hybrid Board meeting since the start of the pandemic. Following the launch of the #CDIBigListen membership surveys, the response from members was very clear to keep events either fully online or hybrid.

This report outlines the many activities, successes and areas of further work for the CDI over 2021-22. It demonstrates our ongoing development as a professional body, constantly striving to enhance the services and support we offer our members, as well as working to raise the profile of career development across the UK and internationally.





2025 Strategy

The CDI's 2025 Strategy was launched at the AGM in December 2021. It sets out a clear direction for the organisation that aids communication of our purpose and guides our plans. It builds on the success of the organisation to date, with a focus on investment to accelerate our growth and to maximise our impact for members and the profession.

The strategy was developed by the Board and Chief Executive with input from a diverse range of stakeholders – from the CDI team, Professional Standards Committee, Associates, regional reps and volunteers, as well as members and key stakeholders. It was a valuable collaborative exercise that reflected our values and ensured we were confident that the final strategy reflected the views of all key groups.

The strategy sets out our key statements – our Purpose, Vision and Mission. Our Vision is consciously focused on the end-user, to reflect that all the work that the CDI and its members do is ultimately to benefit individuals and their contribution to the economy and society.

The strategy sets out our Strategic Statement – to consolidate our position then accelerate our growth and impact as a

professional body – the four pillars to achieve that, and the two enablers supporting those pillars.

Finally, the strategy captures the four values that inform how we behave as an organisation – Professional & Ethical, Inclusive, Forward Thinking and Inspirational Expertise.

Together, these elements enable the CDI to clearly communicate its role and nature as a professional body and sets a clear direction for our future development. This is critical as we enter a period of investment, enabling us to prioritise our efforts. For example, through developing the strategy, the need for the investment in the digital transformation project became even more evident and established a clear rationale for the work.

The completed strategy was shared widely with members and stakeholders and was received extremely positively, resonating with people from all areas of career development. It informs our work and will continue to be used at both Board and operational levels to ensure we work as a team towards common goals.



VISION

For every individual to realise their career potential so they can enhance their wellbeing and fully contribute to the economy and society.

BROADENING MEMBERSHIP

Expand the CDI membership base, widening representation and benefit across all areas of career development.

STRENGTHENING STANDARDS

Embed quality and professional standards across the sector, including qualification pathways and code of ethics.

INFLUENCING CHANGE

As the UK's professional body, raise the sector's profile by building a strong evidence base and compelling narrative, increasing policy influence and raising public understanding.

WORKING FOR A FAIR FUTURE

Lead the sector to address social issues including ED&I, sustainability and wellbeing as well as enhancing respect for the profession.

Financial Overview

The CDI had another positive year financially. Although profit reduced from the exceptional level seen in 2020-21, it out-performed pre-pandemic levels on slightly increased income. The balance sheet was further strengthened, with our cash levels well above our target reserves level of £260k, providing a healthy investment fund to support the strategy, especially through the digital transformation project.

Year	Income	Expenditure	Surplus
2018-19	£752,238	£717,044	£35,194
2019-20	£961,629	£915,601	£46,028
2020-21	£964,116	£817,474	£146,642
2021-22	£980,325	£903,336	£76,989

Income

Overall, income increased slightly year on year, with the mix of income changing.

- Memberships and commercial income increased to £410k, despite holding membership fees at the same level since 2016.
- CPD training and events income fell to £93k due to a fall in demand for short online training and reduced prices for online events.
- The CDI Academy performed very strongly, more than doubling to £168k.
- Income from the Careers and Enterprise Company-funded Careers Leaders training reduced to £251k.
- Other income increased slightly to £58k.

The reduction in income for CPD training and events reflects a softening in demand for short-form training, partly attributed to a growing 'Zoom fatigue' in the second year of the pandemic. However, the reductions in this area were more than compensated for by the strong increase in demand for more formal training and qualifications via the CDI Academy. We saw a very positive trend in Academy take-up throughout the year and into 2022-23.

The lower Careers Leaders training income reflects fewer candidates registering to undertake the training in 2021-22. While the CDI had the capacity to support a higher number of candidates, schools were under increased pressure following the pandemic, so limited the staff they would release for training.

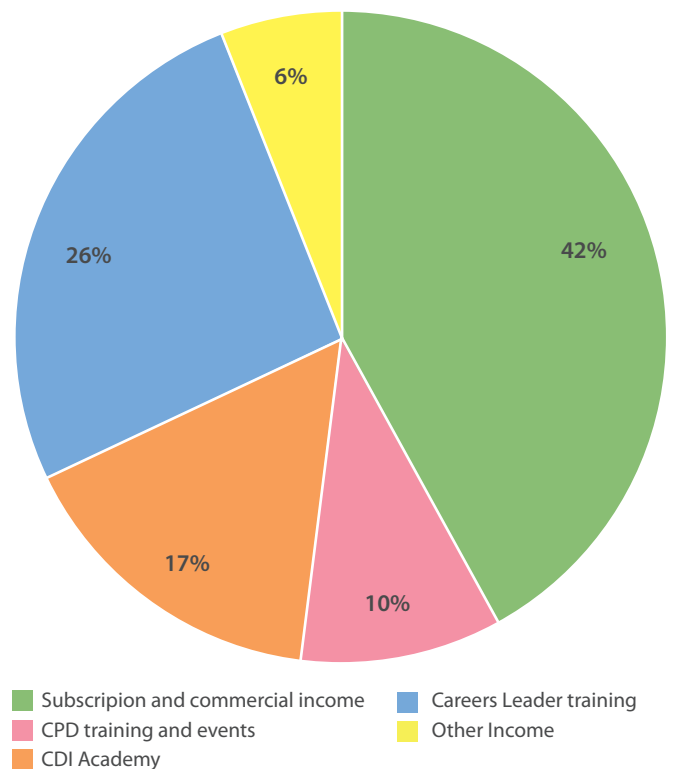
Expenditure

Costs continue to be closely managed to ensure the organisation remains profitable and retains the maximum income to invest for the future. Even so, costs increased year on year, primarily driven by higher staff expenditure. We invested in the team to increase resources in key areas, recruiting our first Training & Events Manager and Memberships & Marketing Manager as well as increasing the capacity in the Professional Development and Standards team. We also made some improvements to staff benefits, reflecting the excellent work the team continued to do through the pandemic and ongoing. As some of these changes were only made part-way through the year, these will flow through to higher salary costs in 2022-23.

There were two other exceptional changes in costs. First, we incurred a £26k cost for irrecoverable VAT following a review of our VAT payments from the previous year and this year to date. This was a one-off charge to address an under-payment of irrecoverable VAT over that period and will be avoided in future through a monthly provision to reflect the correct level of payments.

£15.5k was invested to carry out exploratory work for the digital transformation project. This was invaluable in capturing our needs from the project and identify the best option to progress the work. The outcome was a business case for investment in the CDI's new website and membership management (CRM) systems for approval by the CDI Board in 2022-23. These systems are at the heart of our engagement with members and stakeholders and the digital transformation project is a key foundation element of the 2025 strategy.

2021-22 Income distribution



Memberships and Services

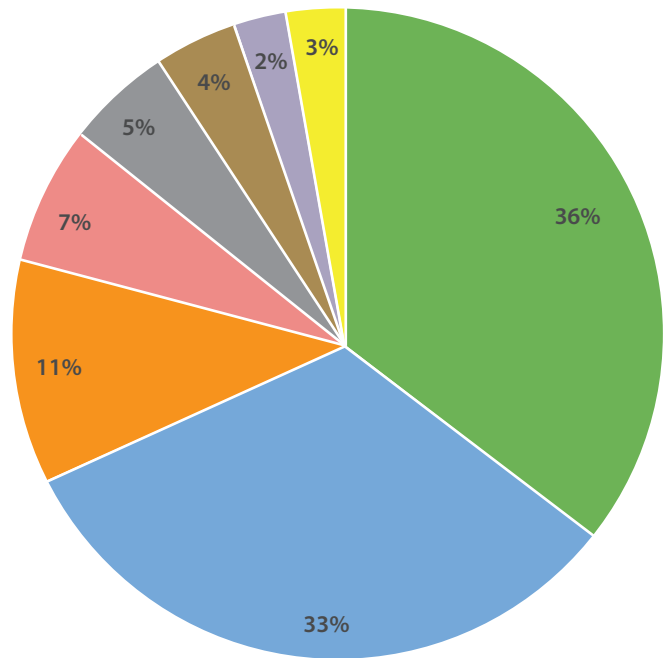
One of the four pillars of the 2025 strategy is Broadening Memberships. The CDI holds a unique position as the UK professional body representing all areas of career development and our goal is to continue to expand our membership across all areas of practice, geographies and communities.

With the loss of some previous recruitment routes due to the pandemic – such as the National Career Guidance Shows – we have had to work hard to maintain and grow our membership levels. Despite these challenges, total member numbers grew slightly over the year from 4,770 to 4,786. Key areas of focus have been encouraging members to renew their membership and engaging previous members who have lapsed.

For existing members, we revamped the renewal process to highlight the benefits they receive as a member of the CDI. We also launched the #CDIBigListen survey, running it twice during 2021-22 – the first seeking feedback on the CDI and the benefits of being a member, and the second exploring their wider perspectives of working in career development, including questions on pay and reward. The responses to these surveys have informed our service improvements and provided data to support our focus on the recruitment and retention challenge in the career development workforce.

To attract more new members, we rewrote all the Join Us pages on the website, ran campaigns targeting recently lapsed members and created a new 'welcome' process that includes greater emphasis on the benefits available. This is alongside more general improvements such as increasing our social media activity and redesigning our member emails.

Membership Types 2021-22



- Registered Professional
- Full Member
- Student
- Affiliate Contacts
- School Affiliate
- Affiliate
- CEC Members
- Other:
 - Retired Member - 0.9%
 - Lifetime Member - 0.8%
 - International - 0.7%
 - Honorary + Legacy Fellows - 0.4%
 - Student - Registered Prof - 0.2%





Member communications

We have placed a strong emphasis on improving our communications to increase members' engagement with our benefits and the CDI communities. The first area of change was our regular emails, with members now receiving four regular emails each month, in a clearer design to increase engagement.

The News by Email - with versions for England, Scotland and Wales - remains popular and we introduced a new Chief Executive Update email, to focus on key activities of the CDI and explore key areas in more depth. We also send a Training & Events email showcasing upcoming CDI support and a CPD Newsletter which brings together CPD resources from across the internet.

The Career Matters magazine continues to be published quarterly with the magazine posted to UK members and available digitally for international members.

The CDI website continues to be a key communication channel, though its structure, design and capability limit our ability to use this channel to its full potential. We have reviewed several areas of the website, including the Join Us and About Us sections to make information easier to find. Use of the website remained steady at 910k page views over the year.

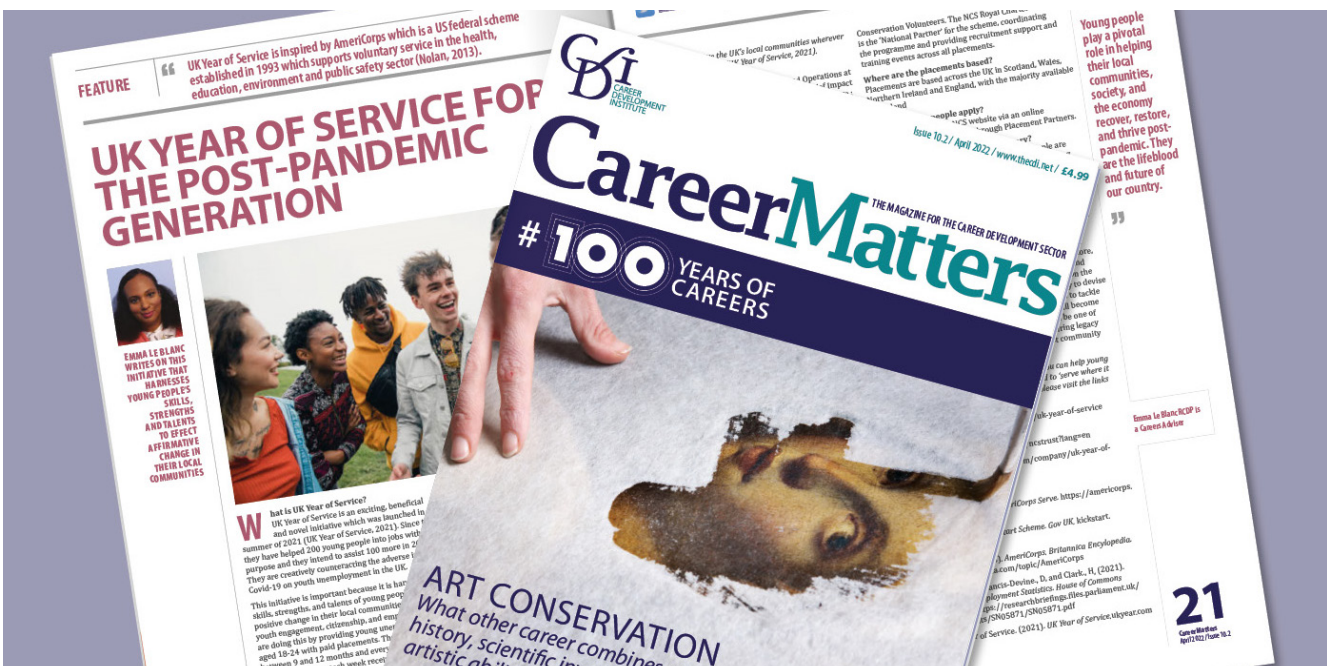
Member communities

Building active communities is a key part of engaging and supporting CDI members and 2021-22 saw a huge growth in the number of people joining the Career Development Professionals' community of practice on Facebook – with over 1,100 members being on the group. It is a highly active forum with members raising and answering questions as well as posts by the moderators and CDI team. The Careers Leaders' forum continued to be active and the Regional Rep community in England was reinvigorated, with quarterly meetings between the reps and CDI team to share learning, give updates on CDI activities and provide feedback from the regional communities. The CDI live stream show, #WeAreCareers continued to grow its audience, covering a wide range of themes through interviews with a variety of guests.

In Scotland, the members' Facebook group continues to grow and support members, with regular online meetings covering a diverse range of topics. In Wales, the Forum has continued, bringing together a range of stakeholders with an interest in career development, to discuss key topics affecting clients and the economy. In addition, Covid-related webinars with a wellbeing focus were delivered to support Careers Wales and other members in Wales.

Fellowships

To recognise their continued active involvement with the CDI, the following Legacy Fellows were made CDI Fellows in 2021: Avril Hannon, Dave Cordle, Deirdre Hughes, Derek Osborn, Jane Artess, Nicki Moore, Rosemary McLean, Ruth Winden, Stuart Mitchell and Valerie Rowles. No additional Fellowships were announced within the year as they were due to be celebrated at the UK Career Development Awards which were moved to June 2022.



Professional Development and Standards

Under the 'Strengthening Standards' pillar of the 2025 Strategy, the CDI supports members as they train to enter the profession using a variety of routes and then continue to develop their skills, knowledge and ethical practice through CPD.

Qualification in Career Development (QCD)

Sector use of online delivery methods during lockdown led the eight QCD centres to focus further on how to enable the 125 students to develop their online skills. The trend in accessing a wider range of online placement opportunities led in part to students who completed their studies during this time securing a wider range of employment opportunities.

The Scotland CPD Conference for Scottish QCD students, CDI Scotland members and SDS staff, and the England and Wales Student Conference, were held on Hopin. The increased accessibility of these online events was appreciated by delegates and this method of delivery will continue.

Moderation of QCD Professional Reports, centre visits, Moderators' and QCD Leaders' Meetings continued to take place online on the grounds of time and cost efficiency.

The CDI Academy

Course attendance in 2021-2022 continued to be mainly online with some face-to-face delivery for courses covering interviewing skills. Courses attracted those wishing to enter the sector, to progress from Careers Leader to Careers Adviser roles and qualified Careers Advisers wishing to further develop their skills and knowledge.

	Completed	Undertaking
L6 Diploma in Career Guidance and Development	24	10
Professional Certificate: Supporting Clients with Additional Needs (Accredited)	6	
Professional Certificate: Supporting Clients with Additional Needs (Non - Accredited)	48	
L4 Certificate for Careers Assistants	16	

Student Newsletters

To support our 500+ CDI Student Members we have continued to produce termly Student Newsletters. Students receive the same membership benefits as individual members and the newsletter provides opportunity to promote these including forthcoming CDI webinars, events, etc. of relevance to their studies.

Career Leader Training funded by the Careers & Enterprise Company

From April 2021 delivery of this training continued online for the 152 learners in 16 cohorts. Despite the pandemic challenges, the learners completed by October 2021, thanks in no small part to the support provided by the CDI team, trainers, assessors and internal quality assurers. In September 2021 we began delivery to 133 learners all of whom will complete in October 2022.

The Head of Professional Development and Standards completed the C&EC requested evaluation report for this training. Covering the challenges faced due to the move to virtual delivery, lessons learned and improvements made to the programme, the report also featured quotes from the candidates and their line managers on the positive impact that the training had on them as Careers Leaders and their careers programme.

Research Conference and Practitioner Research meetings

In February 2022 the CDI, NICEC, iCeGS and AGCAS delivered the National Research Conference for Careers Practitioners which attracted 130 delegates from the UK and overseas.

In June 2021 we offered the first in a quarterly series of online Practitioner Research Meetings. These meetings, organised and chaired by Dr Lyn Barham, featured a range of experienced speakers who covered: the need for a research question; collecting evidence; use of data and writing up and disseminating research.



CPD Monthly Newsletters

Produced by Dr Lyn Barham, these continued to be well received and included topics such as: Difficult conversations; EDI - Equality, Diversity, & Inclusion; Tactics and technique for career guidance interviews; Digital dilemmas and Grappling with LMI.

UK Register of Career Development Professionals

At the end of March 2022, the number of people on the Register was 1,722. Of these, 755 have a register profile advertising the career development services they offer. Interest in joining the Register is steadily increasing thanks in part to the CDI lobbying the Government in England on the increased need for personal career guidance to help the economy recover and our relaunch of the Register in January 2021. The Register now has two sections: Registered Career Development Professional and Registered Careers Leader.



CPD Resources

Throughout the year we continued to add to the resources in the members' only CPD Resources section of the website including additional materials on undertaking research. Accessible from the home page, we also produced new briefing papers and guidance to support the work of members. These included:

- [Understanding the role of the Careers Adviser within Personal Guidance](#) - CDI Briefing (July 2021)
- [Careers guidance and access for education and training providers: Statutory guidance for schools and colleges on providing careers guidance](#) - CDI Briefing (July 2021)
- [Careers Guidance in Schools and Colleges - A Guide to Best Practice and Commissioning Independent Career Guidance Services](#) - Updated by the CDI (August 2021)
- [The contribution of career development to public policy objectives: Recognising the potential with the United Nations Sustainable Development Goals](#) - CDI Briefing Paper (December 2021)

Professional Standards Committee

The CDI's professional development work is supported by the Professional Standards Committee (PSC). An overview of the PSC's work over the year will be presented in a report by the Chair of PSC, Avril Hannon, and we'd like to thank the committee for all their hard work and support over the year.



Training and Events

The CDI continues to offer a wide range of high-quality CPD support. We also organise some of the biggest events in the career development calendar, including the CDI National Conference every two years.

Training

In 2021-22 we offered free one-hour webinars for members, expert insight masterclasses at discounted rates for members and open to non-members, plus Digital Bytes sessions and regional meetings. We also offered private commissions for organisations that sought bespoke training for their teams. Demand for the Expert Insights sessions reduced significantly across the year, despite the team working with our many excellent speakers to develop a strong programme. This resulted in a fall in income for CPD training so we have reviewed the offer and enacted changes for the 2022-23 financial year.



In total we ran 80 free and paid-for CPD sessions with 2,849 people booked to attend. The biggest attendances were for the launch of the Career Guidance Guarantee (451) followed by a webinar on Guidance and Coaching Models

(194). These numbers are down on the previous year, which was exceptional due to the pandemic, but was still an increase on pre-pandemic levels. We are, as always, grateful to our many wonderful speakers and trainers for their ongoing support.

We also grew the number of private training commissions we fulfilled in 2021-22, with 11 sessions being held across the year for a range of organisations that sought bespoke careers training for their teams.

Events

In addition to the ongoing CPD programme, we delivered a number of headline events, all of which remained online. These included:

- CDI-NICEC Cutting Edge event with 126 attendees booked
- CDI National Conference in December with 128 attendees
- CDI AGM and installation of the President with 107 attendees
- CDI Scotland CPD and Student Conference with 105 attendees
- CDI England Wales Student Conference with 125 attendees
- National Practitioner Research Conference with 123 attendees

The CDI National Conference was a two-day online event, based on the role of career development in supporting the United Nations Sustainable Development Goals. This theme allowed a wide variety of excellent talks, ranging from the strategic impacts of career development through to practical approaches that incorporated aspects of the Goals. This theme has been maintained through the year with articles in each Career Matters edition covering the UN Sustainable Development Goals.

The UK Career Development Awards event had traditionally taken place in March. In 2021-22 the award ceremony was moved to the next financial year to be part of the 100 Years of Careers celebrations.



CPD programme in Scotland and Wales

Our Project Associates in Wales and Scotland organise and deliver CPD programmes for members and non-members in their home nations. In Scotland, regular practitioner meetings were held, covering a variety of themes and engaging members working in SDS and the wider careers community. In Wales the Forum continues to be held with a growing number of cross-sector stakeholders attending the discussions around relevant topics, as well as practitioner webinars to support members' work in the field.

National Careers Leaders' Conference

The fourth national conference took place online in July 2021 and had 196 paying delegates plus the sponsors, exhibitors and VIPs. The conference was run in conjunction with iCeGS at the University of Derby over two days with the theme of *Deepening strategic careers leadership*.

Training and event recordings

Recordings of CPD training sessions and major events are available in the members area on the CDI website as one of the many benefits members receive. Paid training and events recordings are only available to those who attended the sessions.



Championing the profession

Under the 'Influencing Change' pillar of the 2025 strategy, the CDI continues to champion the career development profession in numerous ways, from developing collaborative approaches with other careers organisations to campaigning on key issues and responding to consultations across the UK governments.



Publish a careers strategy

The economy benefits from a strong link between education and employment. Encouraging people to find career development and Yes, at present, support for career development is fragmented and unclear.

What is needed

- A national linking strategy for career guidance involving employers, education providers and career professionals.
- A clearer and more coherent system capable of guaranteeing access to career guidance for all.
- An opportunity for local government, local employers and other local stakeholders to influence the career guidance services available in their area.
- Investment in building the evidence base and linking other work.

The Gatsby Benchmarks provide a useful framework for careers provision in schools and colleges. However, we are still a long way from all schools and colleges meeting all the Benchmarks.

What is needed

- Funding and protected time for 'careers catch-up' for students who missed out on careers provision during Covid.
- A trained career leader in every school and college with protected time to do the job.
- Addressing careers in initial teacher education and CPD.
- All schools and colleges to be in a Career Hub.
- Working to improve the quality of discretion data available to schools, colleges and other stakeholders.

Youth unemployment remains persistent, even in a tight labour market. We need careers support to be available through education systems, making it difficult for other young people to access help.

What is needed

- An entitlement to career guidance for all young people.
- Funding for local authorities and the National Careers Service outside of the formal education system.
- The integration of professional career guidance into all government funded youth programmes.
- Investment in the quality of training of young people outside of learning and work.

The graduate job market is always competitive and filled with inequalities, which makes 'success for all' an ongoing challenge. It is unclear where career support should be accessed by graduates.

What is needed

- An initiative to embed career development more fully into the curriculum and culture of higher education.
- Greater resourcing the teaching and support for graduates from low income or non-UK backgrounds.
- Working to support skills to re-entrant graduates.
- A clearer and more coherent national system capable of guaranteeing access to career guidance for graduates.

Working people are facing challenging times in their careers. Many need to retain, update or change their jobs. England has a high-quality National Careers Service (NCS) saving lives. But too few people know about it and can access it.

What is needed

- National Careers Service.
- Clearly articulate what career guidance adults are entitled to and how to access it through a national information campaign.
- Provide intensive career support for people facing redundancy and business administration.
- Give the National Careers Service a clear remit to work closely with employers and trade unions to ensure access to career guidance for all.
- The achievement of all of this is dependent on the funding for the National Careers Service and the reform of funding models.

An effective career guidance system is built on the practice of high-quality professionals, but the benefits of professionalisation are poorly understood. The profession has been neglected and disadvantaged for many years, leading to capacity, retention and retention issues. Furthermore, the requirement for professionalisation is applied inconsistently across different government programmes.

What is needed

- Recognise that career development is a valued profession.
- Acknowledgement that career guidance is a spectrum that requires practitioners to be qualified to a minimum of level 4.
- Assurance that those who provide career development services within all government programmes are appropriately qualified.
- Investment in the role of government business and school teachers to ensure they are able to help people to join the profession.

Career Development Policy Group (CDPG)

During 2021-22 the CDPG agreed the Career Guidance Guarantee – six statements of careers support that the group agreed should be available to every person. The Guarantee was launched with a webinar, hosted by the CDI, which attracted an audience of 451 attendees from across the profession. The launch was followed by three roundtables involving politicians, the DfE, stakeholders from across the careers profession, practitioners and employers.

The CDI Chief Executive chaired the first roundtable discussion and the events resulted in a published summary and renewed call for the Guarantee to be adopted. The CDI created, and host, the CDPG website and the CDPG continues to champion the Guarantee as well as submit joint responses to consultations as appropriate.

Policy activities

The CDI was involved with a number of policy initiatives across the UK, including:

- Briefing parliamentarians on the Skills and Post-16 Education Bill, and amendments, as they went through the Houses.
- Engaging with the Career Review in Scotland, including meetings with leaders of the review, a written submission and commenting on draft proposals that helped shape the final recommendations.

- Supporting new statutory guidance for schools published by the DfE.
- Submitting a response to the Education Select Committee inquiry into careers services for young people.
- Joining two roundtables as part of the pre-consultation work by DfE on the Lifelong Loan Entitlement as part of the Skills Bill.
- Meeting regularly with Sir John Holman throughout his review of the England careers system and attending a DfE-hosted roundtable to discuss his draft recommendations.
- Attending fringe events at the Labour Party conference, leading to introductions to Matt Weston MP and Toby Perkins MP.
- Maintaining regular contact with the DfE careers team through catch-ups and email updates.



Recruitment and Retention campaign

In November 2021, the second #CDIBigListen survey included questions on pay and reward, as well as attitudes to working in the profession. While the response rate wasn't as high as hoped, the data did provide some valuable data that we have used to champion better pay and benefits in some parts of the sector. These headline statistics have been widely quoted and the work resulted in the Chief Executive joining Careers England's Recruitment & Retention task force. This group seeks to gather further evidence in 2022-23 and identify ways to improve the recruitment and retention of careers professionals within the provider community.

Working with other stakeholders

Throughout the year we developed the relationship with the Institute for Employability Professionals (IEP), recognising the opportunities from working together to support both professions. The CDI Chief Executive attended the IEP Summit and the two teams are exploring opportunities to create a pathway from employability to career development for IEP members.

The Chief Executive, team members and Associates continue to regularly meet key stakeholders at the Careers and Enterprise Company, Careers Wales, Skills Development Scotland, the Gatsby Foundation, iCeGS at the University of Derby, NICEC and many others. These relationships are important for communicating the CDI's progress, understanding the wider careers profession and strengthening positive working relationships for the future.

CDI representatives sit on key advisory and steering groups including the Board of the Quality in Careers Standard, the matrix Standard review, the Careers England Board and the Youth Employment Group.



CDI Organisation

The CDI delivers a wide range of benefits for members and is a key player in raising the standards and standing of the profession. We are fortunate to be supported by our expert Associates and many fantastic volunteers, and we thank them all for their continuing support.

Even with this support, the team that started the year lacked capacity to drive the changes we planned. So throughout the year we took the opportunity to expand our core resource:

- In July 2021, Juliette Knowles joined in the new role of Training & Events Manager, increasing our capacity to plan and deliver CPD training and our major events programme. Juliette also brought strong online event management skills and project planning.
- In September 2021, Susan Buckley joined in the partially new role of Memberships & Marketing Manager, to develop our membership offer, improve communications with existing members and lead campaigns to increase new membership take-up. Susan joined with experience of working in a membership organisation and a background in communications.
- With Susan joining, Dan Hope moved from membership management to a new post as Digital Services Manager, initially focused on our IT, telephony and existing digital platforms. Dan's role has been created in anticipation of the digital transformation project and in the latter half of the year he supported the planning of the project.

- At the end of 2021, Marion Edwards stepped down from her role as Professional Training Manager and was replaced by Sue Alder, a new member of the team. Marion continues to work with the CDI as an Associate. Sue joined from Telford College with extensive practical experience in delivering and managing careers guidance services. With Sue joining, we increased the working hours of the role from 3 days a week to full-time.

Following the completion of the recruitment process by the CDI Board, David Morgan joined as Chief Executive on 12th April 2021. Jan Ellis agreed to delay her departure until the end of a handover period which enabled David to get up to speed with the organisation as quickly as possible.

David focused on building relationships with the team, Board members, Associates, volunteers and key stakeholders, engaging with representative member groups such as the Professional Standards Committee and regional reps, as well as meeting individual members. The smooth handover has ensured we have continued to deliver for our members as well as explore areas to develop further.

There was another key change in CDI leadership in December 2021, when Carolyn Parry succeeded Dave Cordle to become CDI President. At her inauguration at the 2021 AGM, Carolyn outlined her three pledges; to act as a voice in the media and amongst influencers, to ensure our governance is transparent, reflects best practice and supports the next evolution of the CDI, and to stay connected with members at grass roots level.

On behalf of everyone at the CDI, I would like to thank Dave Cordle, Jan Ellis and Marion Edwards for everything they contributed to the CDI during their time with the organisation. With Jan in particular, this was a major change for the CDI as she had been the Chief Executive since the inception of the organisation in 2013. We wish each of them all the best with their future endeavours.



Summary

This report reflects the continued development of the CDI as we emerge from the shadow of the pandemic – not yet over but beginning to see the challenges and opportunities that the post-pandemic world offers.

It was a year of change for the CDI with a new Chief Executive and President, and those transitions have been managed successfully, with the organisation continuing to deliver and building on the great position the organisation was in at the start of the year.

Through the hard work and dedication of the team, supported by the Board, PSC, Associates, volunteers, partners and members, we have continued to deliver against our two broad purposes; supporting our members and championing the career development profession. We have set our direction for the future with the 2025 Strategy and have entered an exciting period of investment in our people and our digital capability. This will ensure we can offer high-quality, relevant services to our members and create new ways to engage them, the wider profession and existing and new stakeholders. With the planning and preparation work, we are in a fantastic position to initiate the digital transformation programme in 2022-23 and our new team members add to an excellent team in place to continually drive improvement.

We continue to offer an excellent range of short-form CPD, major conferences and events and a programme of accredited and non-accredited training that enables people to gain the qualifications needed to work in career development, progress in their careers and maintain their skills and knowledge. We have improved our communications with members, engaging them in CDI communities and enabling them to make the most of their membership benefits.

We have championed career development and the value it adds to individuals, the economy and society through a range of individual and collaborative actions and have a stronger base on which to build further. We will continue to drive this area to further showcase the immense impact that great careers education, information, advice and guidance can have.

As we look to 2022-23, we are in an excellent position. Our finances are healthy with funds available to invest in the digital transformation project, for which we will be seeking Board sign-off in July 2022. We have strengthened the core team and continue to be supported by an amazing group of Associates and volunteers. We are looking to increase our membership retention and recruitment activities in the coming year, as well as further build our events, commercial and qualifications offerings.

These are all part of driving the new 2025 Strategy which will guide additional areas of activity, such as exploring the future of professional development and a new Equity, Diversity and Inclusivity strategy.

I would like to thank all the CDI team, Board, PSC, Regional Reps, Associates, volunteers and partners for making me feel welcome in my first year with the CDI, and for everything they have contributed in 2021-22. I am excited by our plans for 2022-23 and the continued improvements that we will be delivering, to delight our members and help make everyone proud to work in this wonderful profession.

David Morgan

Chief Executive

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