

# Chartered Institute of Public Relations

Report and financial statements  
For the year ended 31 December 2025

# Chartered Institute of Public Relations

## Contents

### For the year ended 31 December 2025

---

Reference and administrative details .....	1
Board of Directors' annual report .....	3
Independent auditor's report .....	6
Statement of income & retained earnings .....	11
Balance sheet .....	12
Notes to the financial statements .....	13

## Chartered Institute of Public Relations

### Reference and administrative details

For the year ended 31 December 2025

---

**Status** The organisation is incorporated under Royal Charter, number RC000801.

**Registered office** CIPR  
Brook House  
Manor Drive  
Clyst St. Mary  
Exeter  
Devon  
EX5 1GD

**Board of Directors** **Directors in office during 2025:**  
Dame Maria Miller (Independent Chair)  
Advita Patel (President)  
Farzana Baduel (President Elect)  
Rachael Clamp (Past President 2024)  
Dan Gerrella  
Aileen Thompson  
Anne-Marie Lacey  
Claire Melia-Tompkins  
Katie Marlow  
Noha Al Afifi  
Laurian Hubbard  
Shakil Butt, resigned 5<sup>th</sup> June 2025

**Current Directors commencing office on 1 January 2026:**  
Dame Maria Miller (Independent Chair)  
Farzana Baduel (President)  
Advita Patel (Past President)  
Dan Gerrella (President Elect)  
Noha Al Afifi  
Laurian Hubbard  
Katie Marlow  
Claire Melia-Tompkins  
Aileen Thompson  
Jen Robson  
Alex Malouf

# Chartered Institute of Public Relations

## Reference and administrative details

For the year ended 31 December 2025

---

### Council as at the document signing date

Hajira Amla	Samantha Seewoosurrun
Mike Browne	Suzanne Steele
Tanya Burak	Caroline Wood
John Clegg	James Sharp
Paul Compton	Jonny Morgan
Catherine Condie	Kelly Quigley-Hicks
Jonathan Cross	Rachel Wood
Karen Floyd	Ropafadzo Gwanetsa
Sasha Fuller	Suad Bawa-Painstill
Paula McNulty	
Kirsty Peebles	

### Bankers

NatWest PLC  
134 Aldersgate Street  
London  
EC1A 4LD

Royal Bank of Scotland  
36 St Andrew Square  
Edinburgh  
EH2 2YB

Redwood Bank  
The Nexus Building  
Broadway  
Letchworth Garden City  
Hertfordshire  
SG6 3TA

### Solicitors

Camerons Solicitors LLP  
70 Wimpole Street  
London  
W1G 8AX

### Auditor

Bishop Fleming Audit Limited  
10 Temple Back  
Bristol  
BS1 6FL

The Board of Directors presents its report and the audited financial statements for the year ended 31 December 2025.

## **Principal activities and review**

### **Corporate Governance**

Since 1 January 2025 the CIPR has had a paid external Chair of the Board and Board terms of office have been extended from two years to three for greater continuity. From 1 January 2025 it has also been a requirement that the President, as lead spokesperson for the profession, must be a Chartered Public Relations Practitioner.

During the year a number of governance gaps were identified and addressed by an informal Board working group. Before the end of the year the Board had decided that there was a requirement for a permanent Governance Standing Committee, and this was constituted to begin work in January 2026. At the same time the Board decided to dissolve the Coordinating Committee and reallocated its responsibilities between Board and Council.

### **Board of Directors**

All acts undertaken by the officers and staff of the Institute were in the name of, and with the authority of, the Board of Directors. The Board met five times over the year and focused on overall strategy for the Institute. Day to day responsibility was delegated to the Chief Executive.

### **Council**

Council's role is to debate important points of strategy or principle, to provide guidance and perspective to the Board of Directors, and to raise issues of concern for the Board of Directors to pursue. Council met four times over the year.

### **Standing Committees**

The Standing Committees were the Finance Committee, the Coordination Committee, the Professional Practices Committee, the Nominations Committee and the Equity Diversity and Inclusion Committee. In December 2025 the Coordinating Committee was dissolved and a new Governance Committee was instituted.

## Financial responsibilities of the Board of Directors

The Board of Directors is responsible for preparing the directors' annual report and the financial statements in accordance with applicable law and regulations. In preparing these financial statements, the Board of Directors is required to:

- select suitable accounting policies and apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Institute will continue in business.

The Board of Directors is responsible for keeping adequate accounting records that are sufficient to show and explain the Institute's transactions and disclose with reasonable accuracy at any time the financial position of the Chartered Institute of Public Relations. The Board is also responsible for safeguarding the assets of the Institute and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Directors must, in determining how amounts are presented within items in the statement of comprehensive income and balance sheet, have regard to the substance of the reported transaction or arrangement, in accordance with generally accepted accounting principles and practice.

## Financial review

	2025	2024
<b>Income</b>	£3,927,528	£3,949,576
<b>Pre-tax Expenditure</b>	£3,875,495	£4,037,174
<b>of which staff costs</b>	£1,815,133	£1,767,387
<b>Pre-Tax (deficit)/surplus</b>	£52,033	(£87,598)

The main financial aim of 2025 was to deliver a break-even financial result after several years of losses. This was achieved and indeed we produced a small surplus for the first time since 2021. This outturn was achieved largely as a result of focusing on key business areas, particularly growing the number of our Corporate Affiliate members and controlling expenditure more tightly than we had managed to do in 2024.

## Future Business Risks and Opportunities

In 2025 the Board began a comprehensive review of the Institute's risk register. A major risk to the business for 2026 and beyond remains the unpredictability of customer behaviour. It is harder to make reliable plans, and more necessary than ever to be flexible and responsive in what we offer. In addition, the debilitating cyberattacks on Marks & Spencer and on Jaguar Landrover highlighted vulnerabilities associated with third party IT platforms on which the CIPR depends for its operations. Over the course of 2026 measures will be investigated to increase our resilience in the event of a similar attack. Lastly, a number of risks relating to reputation and strategic impact have been more clearly identified, relating to how effectively the CIPR is delivering its chartered purpose. Mitigating these risks more effectively is an important part of the Board's work in 2026.

The main business opportunities for 2026 and beyond lie in continued growth of our Corporate Affiliate membership – we will have more than 300 Corporate Affiliates for the first time. Ensuring our relevance and attractiveness to future practitioners through mitigating some of the key reputation risks we have identified will also support our long-term sustainability.

Expanded use of AI tools in our core activities will continue to assist us in supporting the profession while operating with a very small staff team.

Approved by the directors on \_\_\_\_\_ and signed on their behalf by \_\_\_\_\_

Dame Maria Miller DBE, Director  
2025 Board Chair

## Independent auditor's report

To the directors of

Chartered Institute of Public Relations

---

### Opinion

We have audited the financial statements of the Chartered Institute of Public Relations ("the Institute") for the year ended 31 December 2025 which comprise the Income and Expenditure account, Balance Sheet and related notes, including the accounting policies. The non-statutory accounts have been prepared for the reasons set out in the Accounting Policies included in the Notes to the Financial Statements.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Institute's affairs as at 31 December 2025 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Institute in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Institute's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

## **Independent auditor's report**

To the directors of

**Chartered Institute of Public Relations**

---

### **Other information**

The other information comprises the information included in the Directors' annual report, other than the financial statements and our auditor's report thereon. The Directors are responsible for the other information contained within the report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Independent auditor's report to the Directors of the Chartered Institute of Public Relations Auditor's responsibilities**

#### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters:

- the information given in the financial statements is inconsistent in any material respect with the Directors' report; or
- the Institute has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of the Directors**

As explained more fully in the Directors' responsibilities statement, the Directors are responsible for the preparation of financial statements which give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Directors are responsible for assessing the Institute's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Institute or to cease operations, or have no realistic alternative but to do so.

## Independent auditor's report

To the directors of

Chartered Institute of Public Relations

---

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- the nature of the sector, control environment and the Institute's performance;
- results of our enquiries of management and the Board of Directors, including the committees charged with governance over the Institute's finance and control, about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the Institute's documentation of their policies and procedures relating to: identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance; detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; the internal controls established to mitigate risks of fraud or noncompliance with laws and regulations;

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud, which included incorrect recognition of revenue, management override of controls using manual journal entries. We identified the greatest potential for fraud as incorrect recognition of revenue and management override using manual journal entries.

## Independent auditor's report

To the directors of

**Chartered Institute of Public Relations**

---

### Independent auditor's report to the Directors of the Chartered Institute of Public Relations Auditor's responsibilities (continued)

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. We also obtained an understanding of the legal and regulatory frameworks that the Institute operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included tax legislation.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Institute's ability to operate or to avoid a material penalty.

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- reviewing the financial statement disclosures and testing to supporting documentation to assess the recognition of income;
- enquiring of the Directors and management and those charged with governance concerning actual and potential litigation and claims;
- performing procedures to confirm material compliance with the requirements of its regulators;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing internal control reports; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; and assessing whether the judgements made in making accounting estimates are indicative of a potential bias.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from an error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

## **Independent auditor's report**

To the directors of

### **Chartered Institute of Public Relations**

---

A further description of our responsibilities is available on the FRC's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### **Use of our report**

This report is made solely to the Institute's Directors, as a body. Our audit work has been undertaken so that we might state to the Institute's Directors those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Institute and the Institute's Directors as a body, for our audit work, for this report, or for the opinions we have formed.

**Chris Trantham FCA (Senior Statutory Auditor)** For and on behalf of

**Bishop Fleming Audit Limited**

Chartered Accountants

Statutory Auditors

10 Temple Back

Bristol

BS1 6FL

Date:

Bishop Fleming Audit Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Chartered Institute of Public Relations

Statement of income & retained earnings

For the year ended 31 December 2025

	Note	2025 Total £	2024 Total £
<b>Income</b>			
<i><b>Building a resilient community of practice</b></i>			
Membership		1,942,248	1,854,128
Groups		111,899	135,589
		2,054,147	1,989,717
<i><b>Leading practice development</b></i>			
Excellence awards		268,725	252,750
PRide awards		-	754
Influence magazine		14,236	15,793
National conference		65,622	53,930
Advertising, sponsorship, partners		62,209	72,274
		410,792	395,501
<i><b>Championing lifelong learning</b></i>			
CPD & chartership		33,959	39,672
Training		1,118,266	1,184,210
Qualifications		278,080	288,937
		1,430,305	1,512,819
<i><b>Advocating public relations</b></i>			
Policy & communications		766	216
		766	216
<i><b>Other</b></i>			
Governance, finance & disciplinary		31,518	51,323
		31,518	51,323
<b>Total income</b>		<b>3,927,528</b>	<b>3,949,576</b>
<b>Expenditure</b>			
<i><b>Building a resilient community of practice</b></i>			
Membership		382,486	381,963
Groups		114,971	189,491
Volunteer Support		1,558	18,381
Management & other		116,771	90,694
		615,786	680,529
<i><b>Leading practice development</b></i>			
Excellence awards		188,128	187,683
PRide awards		3,700	6,861
Influence magazine		114,158	166,490
National conference		111,482	113,784
Advertising, sponsorship, partners		35,786	38,359
Management & other		56,694	53,874
		509,948	567,051
<i><b>Championing lifelong learning</b></i>			
CPD & chartership		183,652	195,063
Training		685,674	664,592
Qualifications		147,771	172,112
Management & other		58,272	56,110
		1,075,369	1,087,877
<i><b>Advocating public relations</b></i>			
Policy & communications		220,296	253,906
Marketing		90,892	80,931
Management & other		6,942	6,754
		318,130	341,591
<i><b>Other</b></i>			
Governance, finance & disciplinary		635,328	611,412
HR, IT & facilities		720,934	748,714
		1,356,262	1,360,126
<b>Total expenditure</b>		<b>3,875,495</b>	<b>4,037,174</b>
<b>Surplus/(deficit) on ordinary activities before taxation</b>	2	<b>52,033</b>	<b>(87,598)</b>
Taxation recoverable/(payable) on profit on ordinary activities	4	-	-
<b>Surplus/(deficit) for the financial year</b>		<b>52,033</b>	<b>(87,598)</b>
<b>Retained earnings</b>			
Total retained earnings brought forward		965,837	1,053,435
Surplus/(deficit) for the financial year		52,033	(87,598)
<b>Total retained earnings carried forward</b>		<b>1,017,870</b>	<b>965,837</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. All movements in equity are included within the statement above.

# Chartered Institute of Public Relations

## Balance Sheet

As at 31 December 2025

		2025		2024	
	Note	£	£	£	£
<b>Tangible fixed assets</b>	5		<u>26,436</u>		<u>52,202</u>
			26,436		52,202
<b>Current assets:</b>					
Debtors	6	236,633		372,935	
Cash at bank and in hand		<u>1,729,617</u>		<u>1,531,151</u>	
		1,966,250		1,904,086	
<b>Creditors:</b>					
Amounts falling due within one year	7	<u>974,817</u>		<u>990,451</u>	
<b>Net current assets</b>			<u>991,433</u>		<u>913,635</u>
<b>Net assets</b>			<u>1,017,870</u>		<u>965,837</u>
<b>Reserves</b>					
Revenue account			787,442		753,292
Groups			<u>230,428</u>		<u>212,545</u>
<b>Total reserves</b>	8		<u>1,017,870</u>		<u>965,837</u>

The financial statements were approved by the Board on

and signed on their behalf

Dame Maria Miller DBE, Director  
2025 Board Chair

**1 Accounting policies**

**a) Statutory information**

Chartered Institute of Public Relations is incorporated under Royal Charter in the United Kingdom. The registered office address is Brook House, Manor Drive, Clyst St. Mary, Exeter, Devon, EX5 1GD. The organisation operated remotely and therefore has no principal place of business.

**b) Basis of preparation**

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 - 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' ('FRS 102'). The financial statements have been prepared on the historical cost basis. In accordance with Section 1A of FRS102, the Institute has taken the exemption from preparing the Statement of Cash Flows.

The financial statements have been prepared under the historical cost convention. The Directors have prepared these financial statements in order to provide members of the Institute with information about the Institute's financial position and performance for the year ended 31 December 2025.

**c) Going concern**

The Directors consider that the Institute remains a going concern with a bank balance of more than £1m and an in year surplus

**d) Income**

Membership subscription income is recognised over the period it relates to following renewal. Income from awarding body fees, seminars and events is recognised upon the timing of the event and all other income is recognised upon the provision of the goods or services excluding VAT.

Subscription, awarding body fees, events and other income received in advance is carried forward as deferred income and included within creditors at the year end. Amounts received in advance for subscriptions are carried forward as deferred income, and are non-refundable. Rental income is recognised on a straight line basis over the lease term taking into account any rent free period at the commencement of the lease.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the bank.

Income from grants is recognised to the extent has been spent on the accruals basis.

**e) National, regional and sectoral groups**

The Institute makes grants to national, regional and sectoral groups to fund their activities. These grants are eliminated on consolidation. The revenue account therefore recognises the revenues generated and expenditure incurred by these groups during the year from their activities, and the balance sheet recognises any residual net assets, for example cash balances debtors less liabilities at the year end.

**f) Tangible fixed assets and depreciation**

Items of equipment are capitalised where the purchase price exceeds £1,000. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is calculated to write down the cost less estimated residual value of all property, plant and equipment, over their expected useful lives, using the straight line method. The rates applicable are:

Computer software & development	3 years
---------------------------------	---------

## Notes to the financial statements

For the year ended 31 December 2025

**1 Accounting policies (continued)****g) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**h) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**i) Creditors**

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

**j) Taxation**

The Institute's transactions with its members are not subject to tax. Other transactions are taxable on a basis agreed with HM Revenue & Customs.

**k) Deferred tax**

Provision is made on the liability method for all taxation deferred in respect of timing differences to the extent that, in the opinion of the directors, a liability is likely to crystallise in the foreseeable future.

**l) Pensions**

The Institute operates a defined contribution pension scheme available to all qualifying employees. The contributions payable in providing benefits are charged in the revenue account in

**2 Surplus/(deficit) before tax is stated after charging**

	2025	2024
	£	£
Auditors' remuneration (excluding VAT):		
Audit: fees for current year	18,900	18,500
Accountancy: corporation tax calculation	2,615	2,500
Depreciation	<u>37,516</u>	<u>46,458</u>

**3 Staff costs**

	2025	2024
	£	£
<b>Staff costs during the year were as follows:</b>		
Wages and salaries	1,549,325	1,538,616
Social security costs	192,638	170,241
Other pension costs	<u>73,170</u>	<u>58,530</u>
	<u>1,815,133</u>	<u>1,767,387</u>

**The average number of employees during the year was as follows:**

	2025	2024
	No.	No.
	<u>33</u>	<u>33</u>

The total employee benefits including employer national insurance and pension contributions of the key management personnel were £477,183 (2024: £464,361).

The Institute operates a defined contribution pension scheme in respect of the staff. The pension charge represents contributions due from the Institute. The scheme and its assets are held and managed by independent managers.

**4 Taxation**

	2025	2024
	£	£
UK corporation tax	-	-
Total current tax	-	-

Taxation is provided on the Institute's income from investment and surpluses arising from non-member sources.

**5 Tangible fixed assets**

	Software & development costs	Total
	£	£
<b>Cost</b>		
At the start of the year	126,263	126,263
Additions and assets in progress in year	11,750	11,750
Disposals in year	(79,263)	(79,263)
<b>At the end of the year</b>	<b>58,750</b>	<b>58,750</b>
<b>Depreciation</b>		
At the start of the year	74,061	74,061
Charge for the year	37,516	37,516
Eliminated on disposal	(79,263)	(79,263)
<b>At the end of the year</b>	<b>32,314</b>	<b>32,314</b>
<b>Net book value</b>		
<b>At the end of the year</b>	<b>26,436</b>	<b>26,436</b>
At the start of the year	52,202	52,202

**6 Debtors**

	2025	2024
	£	£
Trade debtors	110,865	129,105
Accrued Income	10,750	15,800
Other debtors	360	(1,130)
Prepayments	114,658	229,160
	<b>236,633</b>	<b>372,935</b>

Chartered Institute of Public Relations

Notes to the financial statements

For the year ended 31 December 2025

7 Creditors: amounts falling due within one year	2025		2024	
	£	£	£	£
Trade creditors			65,863	110,512
Taxation and social security			93,527	96,875
Other creditors			18,688	30,128
Accruals			47,031	55,694
Deferred income				
<i>Membership Subscriptions</i>	576,686	564,299		
<i>Events</i>	15,950	-		
<i>Chartered Practitioner &amp; Qualifications</i>	36,286	21,011		
<i>Workshops</i>	120,787	111,932		
			749,708	697,242
			974,817	990,451

8 Reserves

	Institute	Groups	Total funds
	£	£	£
<b>At 31 December 2024</b>	753,292	212,545	965,837
Surplus/(deficit) for the year	55,105	(3,072)	52,033
HQ funding to groups	(20,955)	20,955	-
<b>At 31 December 2025</b>	<b>787,442</b>	<b>230,428</b>	<b>1,017,870</b>

Group funding represents the transfer of reserves from the central funds to the regional and sectoral groups.

9 Related party transactions

- (a) Under the Royal Charter, the role of a Board and Council member has historically been a voluntary position and no fees were paid related to this work. An update to the bylaws in 2024 allows for the remuneration of the Independent Chair. However, other Board and Council members are entitled to reclaim accommodation, travel & subsistence expenses. In 2025, 9 members claimed expenses in the sum of £4,039 (2024: 9 members claimed £4,559). Expenses claimed from groups are not material.
- (b) Additionally, Board and/or Council members may receive fees and expenses for services provided to CIPR.

	2025	2024
	£	£
Katie Marlow providing staff training	990	5,005
Crispin Thorold providing assessment services	-	700
Maria Miller (Independent Chair Remuneration and expenses)	19,143	-
	20,133	5,705