Is it a deal or no deal? That’s the question that has been dominating media headlines since the UK voted to leave the European Union in 2016. And there certainly is a considerable amount of uncertainty being felt across many organisations – large or small – and their people at the moment. Roffey Park was founded in 1946 after the Second World War and, over the years, we have certainly not been immune to the various economic shocks that can appear during challenging times. However, as always, the Roffey Park team stepped up to the challenge and ended the financial year by delivering the highest operating surplus in recent history, as shown in the financial reports contained in this review. I would very much like to thank our staff, associates and fellow Trustees for the passion and determination that has been so crucial to our success this year. And, after 9 years as Chief Executive, Michael Jenkins left the Institute at the end of June, so I would particularly like to take the opportunity to thank him for his contribution and commitment to that achievement.

I am delighted to welcome Dr Robert Coles to Roffey Park as our new Chief Executive, as well as Matt Haworth and Jabbar Sardar who join us on the Board of Trustees. As we are entering a new chapter in Roffey Park’s history, I decided to announce my intention to step down as Chair of the Board of Trustees in November. I’m delighted that Roger Leek has agreed to succeed me as Chair as he brings with him significant experience in industry, both in the UK and globally, including as one of Roffey Park’s long-standing clients, and as a former Trustee.

New leadership changes bring with them fresh thinking, new energy and new perspectives, and I am delighted that building on the back of a successful year, the Institute is now shifting its focus back to one of growth. We may not know precisely what lies ahead for the UK post-Brexit, but what we do know is that Roffey Park will always stay true to its founding principles, to support and encourage each and every one of us to fulfil our potential both at work and in our wider lives. We fully intend to continue our mission to work with organisations and individuals who believe that it is only through people that you can truly deliver superior performance and make a real difference to the world of work and to the society in which we live.
As Roffey Park Institute looks to the future, we recognise a world of challenges, political, economic and social. We recognise also that we represent an alternative and important voice in helping organisations and their people rise to those challenges. As such, we are shifting our organisational focus, to become more assertively growth orientated, in our current markets and in potential new ones. We, for the first time, will recruit and deploy a professional sales and account management team across the UK and Ireland, and set business growth targets in all our operational segments that are based on an assumption of growth and success.

This does not imply recklessness. We will watch costs and, also for the first time, monitor and measure our workforce utilisation, so that we remain on a sound, cash generative, and profitable footing.

Equally, we will not do things by halves or without commitment. In developing our national reach for open programmes, we must have an active and effective marketing effort. In growing our private sector footprint, nothing but a professional sales effort is likely to succeed. Therefore, we will invest to grow. But we will also grow our revenues, our utilisation and our free cash.

We will also re-engage with our local communities, seeking to add value to schools and colleges with a particular focus on deprived and ethnic minority children and their ability to access education, be successful at University and be competitive in the workplace. We will stand for their aspirations, working with partner colleges and our key partner, the University of Sussex.

Ultimately, we will step up to the plate as the Management Institute with voice and commitment to the flourishing of all people in the workplace. We will succeed through the combined efforts of all staff and associates, showing how the Roffey Park Difference, that we offer to our clients, works in practice.

I’m delighted to join Roffey Park and be part of an exceptional organisation, championing successful organisations who thrive by developing leadership, management and organisational practices that empower people.
Since our first training programme in 1947, Roffey Park’s approach to learning and philosophy can be summed up in one word – dialogue. In 1947 this was a radical approach to education as participants were encouraged to talk about their own experiences and share their learning, supported and encouraged by facilitators to take responsibility for addressing their own needs.

Fast forward over 70 years and the world of organisations and their leaders has changed fundamentally. Collaborative effort towards common goals is a given, but getting it right is a challenge. Teams report ever increasing numbers of ineffective meetings and interaction, resulting with little progress or sustained action. The result is that many are stuck on a disempowering vicious circle of endless debate, minimal consensus and little effective change. Too often, especially under pressure, teams fall back on competitive, self-interested behaviours and organisations lose out.

Roffey Park works with clients across the private, public and not-for-profit sectors, improving organisational performance through organisational, leadership, management and HR development. The impact is often profound, impactful and life-changing and that’s because of the Roffey Park Difference.

**Dialogue**

We believe that dialogue is an essential collaborative tool for changing individual, team and organisational dynamics. Dialogue is the art of developing from position taking – often short-term with little value – towards transformation – long term changes in assumptions, behaviours, ideas and, as a result, creating opportunities for change.

**Partnership**

We work in a collaborative partnership of co-creation in design and evaluation with both our clients and participants. For our clients, this begins by fully understanding you and your needs in detail so we create an innovative, mutual and generative process that delivers high quality learning and value for money. For our participants, this means we work with them on the basis that they are intelligent, driven, talented individuals. We ask them to take responsibility for what they believe they need to learn and how. We then create a learning process which is independent, collaborative and social in nature. This means participants realise their true potential for the good of their organisation and each other through ongoing, dialogic collaboration, both during the programme and in their daily practice of leadership and management.

**Action-orientated, group learning approach**

Our practice approach is developed using an action-orientated, group learning approach. This means that participants work with our facilitators on their real-life issues so they not only understand these issues, but can work through what they need to do to resolve them.
Connecting theory and practice with action and learning

We believe that theory and practice should interact as threads of action and learning – leadership in practice from the outset and throughout. This means that work-based challenges and priorities are identified from the outset and worked on together as the crucible for leadership practice throughout.

To ensure that real learning happens in that work, an action learning method enables the project work, keeping the effort focused on real, work-driven learning. This gives focus to both inquiry and reflection on the problems and the approaches to problem solving, dialogue and collaboration that groups are using whilst they learn. Theory, concept and method are offered as focused inputs where necessary and are delivered via blended media, appropriate to content and participant needs.

Expert facilitation

Our facilitators are diverse, highly capable and credible who engage diverse groups of busy, capable participants. They use what’s happening in the programme as a source of learning, working with participants’ ambiguity where there are no pre-determined answers.

Find out more by calling 01293 854055 or visit www.roffeypark.com

ROFFEY PARK’S EARLY DAYS

Roffey Park was founded in 1946 in the aftermath of wartime Britain when the well-being of some individuals was being adversely affected by long working hours combined with the anxieties created by frequent bombing raids, rationing and family members fighting in the armed forces. Roffey Park was established to treat people in industry who were suffering from overwork, nervous strain, and depression and return them to productive roles in industry.

It was a revolutionary concept. In the first two years, 1,700 patients were treated and over 300 people from the UK and overseas visited Roffey Park to learn about its holistic approach combining medical treatment, dietary supervision, physical education and occupational therapy, all tailored to each individual’s needs.

As a result, in 1946, Roffey Park Institute was formed to provide training – based on its constructive and educational approach – and to investigate the ‘social problems’ in industry and the workplace as well as the well-being of employees in businesses and factories. The concept, approach and core values of integrity and respect for the individual remain unchanged.
The Medicover Innovative Leadership Experience

Medicover, a healthcare and medical diagnostics provider primarily covering Eastern Europe, has partnered with Roffey Park since 2013, delivering Emerging Leader and Leadership Development programmes for their organisation. 2016 brought a fresh emphasis on innovative leadership for senior leaders underpinned by award-winning leadership profiling work.

Working in partnership with The Innovation Beehive, Roffey Park co-created and co-delivered a genuine learning and innovation ‘experience’ designed to build the participants’ personal capacity for innovating and, as leaders, support a culture of innovation more broadly across the business.

The Medicover Innovative Leadership Experience, or M.I.L.E., programme includes hosted webinars and Virtual Learning Platform materials where key innovation and leadership concepts are introduced. Face-to-face residential experiences apply these in practice, for example through Safari visits to see and hear first-hand how innovation is supported at Google, IDEO, Lloyds Bank and Cisco Systems.

Facilitators prompt critical reflection on these experiences and encourage participants to combine this with their own organisational insight about themselves and the environment, strategies, processes and culture they work within. Structured activities enable participants to identify key ‘opportunity areas’. These are the focus of ‘insight gathering’ and then idea generation in a disciplined Hackathon, informed by the Design Thinking process.

Roffey Park and The Innovation Beehive support the innovation know-how and resulting collaborative innovation projects by 1-2-1 telephone surgeries. Social learning and increasing personal influence and impact is a central element throughout the journey with cross-cutting leadership challenges and personal development addressed in smaller Action Learning Set groups.

In the final stages, innovations are honed and leaders reflect more broadly on their learning and its wider application. They are supported with internal business mentors and ‘Prepare to pitch’. MILE innovation projects and transferable learning is shared with executives and senior stakeholders, strengthening the networks, investment and ultimately the longer term innovation culture. In the short term, resulting prototypes and projects saw one innovation generate almost 100,000 Euro revenue in one region, launch a new digital service in another and make a significant impact on engagement and retention in tough recruitment markets.
BAM Construct UK Limited

BAM Construct UK is part of Royal BAM Group, one of Europe’s largest construction companies. Employing 2,535 people across fifteen UK offices, the company delivers property development, design, construction and facilities management projects to clients in the commercial, retail, mixed use development, health, leisure, education and public sectors.

BAM Construct UK wanted to be distinctive; where customers differentiate them by their exceptional people and the way they relate to their customers. They recognised that their managers are critical to business performance and sustainability and wanted to develop their skills and capability.

Roffey Park has worked closely with BAM to design and deliver three key management development programmes, each an essential component of the company’s main talent management programme.

The **Principles of Management Programme** was designed to equip junior managers with the essential skills to be successful and aims to align management skills with technical excellence and equip managers to drive their own career within the company. Participants are also sponsored by business leaders to deliver a business improvement project.

The **Advanced Manager Programme** was designed and developed to enable middle managers to benefit from the Roffey Park learning experience. The programme was structured around three three-day modules to develop management skills, collaborative working, influencing and negotiating. Participants were required to apply the learning to a real business challenge and present recommendations to the Board.

The **Strategic Management Programme** was developed to inspire senior leaders from across the organisation. The programme brought together a group of ‘expert speakers’ to develop consistent management principles and strategic expertise amongst current directors and future leaders. The content was tailored to the needs of each cohort to enable those selected to acquire different skills and share ideas in the context of current strategic business priorities. Each group also worked on a business improvement topic.

BAM Construct recognise that one of the greatest programme benefits is that it encourages a cross-pollination of ideas from individuals across the business. It helps participants to understand other aspects of their business and bring new ideas back to the workplace. By investing in, and retaining the best management talent, the programme has secured BAM’s business performance.

**RECENT CLIENTS INCLUDE**

To find out more telephone 01293 854055 or visit www.roffeypark.com
In the last 12 months Roffey Park has worked with a number of organisations and their employees on a range of projects including leadership and management, coaching, human resources and organisational development.

We fulfil our charitable activities by publishing our research outputs on our website, making them freely available to all.

We continue to support less well-off organisations, including charities, through preferential pricing on programmes, bursaries and in-kind activities such as our Carer’s weekend which is now in its seventh year.

In addition we provide fee concessions and bursary places for not-for-profit organisations which, as a percentage of total revenues, were at 6.9% (2017 8.3%). When not being used for our own training activities, our training facilities are available to and are regularly used by local organisations including charities and local schools.

In the next twelve months we will proactively develop projects and partnerships that will advance our charitable mission by helping to upskill and support individuals and populations who might not otherwise have access. We will do this by establishing partnerships, initiatives and new projects with local colleges and universities to develop employability for marginalised students.

**GROWING OUR IMPACT ON THE WORLD**

Amanda Humphrey
Head of Governance & Company Secretary

**Our Charitable Objectives**

To conduct, promote and support for the benefit of the public, research into questions affecting the health and welfare of all those engaged in industry, commerce and the public services and particularly into questions concerning the relations between management and employees and into the application of the Social Sciences to such questions and to publish the results of such research.

To advance education by providing training and discussion courses in all or any aspects of the science of personnel management for managers, administrators and supervisors and others having similar responsibilities.

**Our Other Charitable Impacts - 2017/18**

- Payroll Giving Quality Mark Award from HM Government
- St Catherine’s Hospice – support through ongoing donations of goods and clothes raising £20,018.67
- Charity Book Stall – donations to various charities from staff and participant purchases of second-hand books
- Christmas Giving Tree – providing presents and support to Action for Children and Salvation Army
- Other staff fund-raising initiatives such as:
  - Mind Mental Health Charity (RED January – exercise every day during January)
  - Cancer Research UK (January Dryathlon, baking and coffee mornings, Race for Life)
  - Comic Relief and Red Nose Day (March - auction of unwanted goods, bake sales)
  - Macmillan Cancer Support (September – World’s Biggest Coffee Morning)
  - Sport Relief (walking challenge, community lunch, bake sale, quiz nights)
These summary financial statements are not the statutory Annual Report and Accounts and do not contain sufficient information to allow for a full understanding of the results and state of affairs of the company. They are simply a summary of information relating to both the Statement of Financial Activities and the Balance Sheet.

The statutory Annual Report and Accounts were approved by the Board of Trustees on 27 March 2019 and received an unqualified report from our auditor, RSM UK Audit LLP. Copies are available upon request from the address below. The statutory accounts have been delivered to the Charity Commission and the Registrar of Companies.

On behalf of the Board,
Roger Leek, Chair

Roffey Park Institute Limited, Forest Road, Horsham, West Sussex, RH12 4TB
Company limited by guarantee: 923975 Registered Charity Number: 254591

Principal Activities

The principal activities of the Institute are to provide management education and development and to conduct research into questions affecting the health and wellbeing of people at work.

Summary Consolidated Statement of Financial Activities For the Year Ended 31 July 2018

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£000</td>
<td>£000</td>
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<tr>
<td>Incoming resources</td>
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<td>5,514</td>
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<td>Resources expended</td>
<td>5,884</td>
<td>5,498</td>
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<tr>
<td>Net (outgoing) incoming resources</td>
<td>1,163</td>
<td>16</td>
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</table>

Summary Consolidated Balance Sheet at 31 July 2018

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>Fixed assets</td>
<td>7,406</td>
<td>7,679</td>
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<tr>
<td>Current assets</td>
<td>2,312</td>
<td>1,623</td>
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<tr>
<td>Creditors: amounts falling due within one year</td>
<td>(1,318)</td>
<td>(1,768)</td>
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<tr>
<td>Total assets less current liabilities</td>
<td>8,400</td>
<td>7,534</td>
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<tr>
<td>Creditors: amounts falling due after more than one year</td>
<td>(1,412)</td>
<td>(1,710)</td>
</tr>
<tr>
<td>Net assets</td>
<td>6,988</td>
<td>5,824</td>
</tr>
<tr>
<td>Total unrestricted funds</td>
<td>6,988</td>
<td>5,824</td>
</tr>
</tbody>
</table>
VICE-PRESIDENTS
Sir Michael Bett CBE
Didier Pineau Valencienne
Clara Freeman OBE, MA

BOARD OF TRUSTEES AND DIRECTORS
Drawn from members of the Institute
Paul Breckell, BA (Econ), MSc, CPFA, FRSA
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+ Directors of Roffey Park Services Ltd

CHIEF EXECUTIVE
Dr Robert F Coles PhD

COMPANY SECRETARY
Amanda Humphrey MBA, BA (Hons), Cert Ed, FRSA, FCIPD

MEMBERS OF ROFFEY PARK
Action on Hearing Loss*
AMEC Foster Wheeler
Booker Ltd
British Broadcasting Corporation*
British Sugar plc
BT plc
C E M Freeman
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A Ritchie*
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The Go-Ahead Group plc*
Thomas Cook Group plc
Transport for London
P M Vaz
Virgin Media
Vodafone*
C Waddington*
W H Smith plc
* Represented on the Board of the Institute

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Alastair Wyllie
Jane Yarnall PhD, BA, MCIPD

Trustees who served on the Board during the financial year ended 31/07/2018

Directors, Management Team, Consultants and Research staff as at 31/10/2018

Associates who undertook work for us during the financial year ended 31/07/2018
If you are interested in having a conversation to explore possibilities, then please get in touch with us.

Tel: +44 (0) 1293 851644
Email: info@roffeypark.com

For more information about our services, research, events and webinars, visit our website.

www.roffeypark.com