

Annual Review 2018-19

INVESTING IN THE FUTURE



Roger J Leek
Chair

It was a great privilege to take over as Chair from Alison Ritchie, last November. During the nine years that she has led the Board, she has made a very significant contribution to the success and legacy of Roffey Park Institute and I would like to thank her greatly for her commitment. I am delighted that she has agreed to remain as a Trustee as we transition from being primarily a UK focused business to having an international presence through our offices in Singapore and Ireland.

Roffey Park Institute has been an important part in my work life: firstly, as a participant, as my career developed into more senior leadership positions, then as a client, enabling others to have the same benefit as I did, and in later years as a Trustee. As Chair, I am not only committed to the people working at Roffey Park Institute, but also those who attend our programmes whoever and wherever they are in the world.

The Board of Trustees itself is going through some changes with the retirement of two Trustees and the appointment of a new Trustee, Jignesh Ramji, Global Head of Leadership, Assessment and Talent Development at Bloomberg. Further changes will take place during 2020, as we refresh the Board with new people with relevant background and experience.

Over the last year the geopolitical environment and Brexit, in particular, has created a number of uncertainties with many organisations delaying investment in developing their people. However, through constructive dialogue with and continued support to our clients, we have exceeded the previous year's revenue and our reserves stand at a very comfortable level. I would like to thank Dr Robert Coles and his team for their tremendous commitment, loyalty and hard work in bringing about these results.

Roffey Park Institute is also evolving, we will invest further in our environment, developing new areas for learning, updating our residential facilities and improving our systems. We will be investing in digital technology with a new website, CRM and learning management system. These changes will ensure that we remain fresh and relevant for the fast-changing world we all live in.

Roffey Park Institute has a unique history and place in the world. From our foundation in 1946 we have championed the health, wellbeing and welfare of all. This mission is at the very core of our charitable purpose and makes us different in the way we present, prepare and involve people in their education and development to fulfil their potential.

We recognise that we represent a difference through our voice on the human value in the world of work – a voice that is needed now more than ever.

I am confident we will grow and succeed as a leader in leadership, management, organisational and people development, for many years to come.

A RELEVANT AND DIFFERENT VOICE – A COMPLEX AND CHALLENGING TIME



Dr Robert F Coles
Chief Executive

I wrote a year ago that we were embarking on a re-engagement with the outside world, seeking to listen and learn, and to offer our perspectives on the challenges facing organisations of all kinds. I also wrote about us becoming more growth oriented. Not as a thing in itself but as part of contributing, through our unique history, to the debates about the workplace, mental health and social resilience. We have been busy!

During the year, we have attended and spoken at many conferences, and organised many outreach events, in Singapore, Ireland and the UK. We have opened an office in Dublin as part of a planned connection into Europe. In doing so, we have immersed ourselves in the themes that are emerging in OD, HR and organisational work. These themes play to our history. Organisational and interpersonal resilience are prominent themes. Mental wellbeing at work is to the fore. Wrapping around these are concerns about the place for human effort and value in the digital workplace. Will we allow human effort to be further atomised and isolated in the name of digital efficiency, destroying millennia of social structures, or is the digital age a golden opportunity for social, creative and holistic approaches to work to emerge?

To respond to these themes and challenges we have re-organised and recruited and are continuing to debate and think through how we respond. We have new leadership teams across our three locations of Ireland, Singapore and the UK. We are revamping our educational offering and our research focus. We are connecting and partnering across the world to co-create relevant approaches, aligned to our values. We are stepping up.

Roffey Park Institute exists to educate and research for the welfare of everyone at work, everywhere. Our history is intertwined with the great themes I mentioned earlier. We are not mainstream, in the sense that we do not educate simply to improve a system that, in truth, does not work for the majority or for our environment. We do, and we will continue to, educate to enable leaders and managers to challenge their assumptions, using generative, collaborative learning approaches to co-create workable, inclusive ways of doing work and being part of communities of work.

There is a new meaning emerging for work. There are better ways of educating in the workplace. New organisational approaches are needed. Roffey Park Institute, around the world, will be a leading voice and partner for all organisations that want to research, learn and practice to encourage change that enhances human value. Our growth focus has this mission at its heart, as does all the internal change and development we are growing through. In a complex world, we will be a champion of learning that builds social and human value, for all.

GROWING, RELEVANT AND HEARD IN THE FUTURE WORKPLACE

2018/2019 has been a year of transformation for Roffey Park Institute. Our organisation, like many others, has changed and restructured to reflect the needs of the changing world around us. Realignment has meant that we at Roffey Park Institute have lived the constant environment of change many of our participants experience on a regular basis. Our organisation has reflected and refocused on the programmes we deliver and how we deliver them. As a result, we have updated the language of our vision, charitable purpose and values so that they offer a more modern language and are more clearly linked to collaborative effort and resilience.

Our vision

We aim to be recognised as the differentiated voice in leadership and management development, organisational and people development by our clients and partners in all our key markets and sectors.

Our differentiation comes from working with people to develop the capabilities they need to succeed in the world of work and its ecosystems. This is a work ecosystem where:

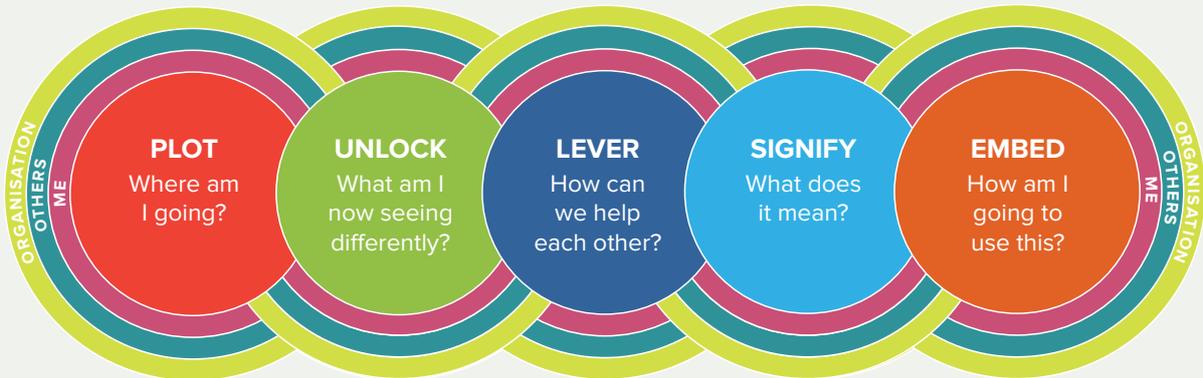
- AI, machine learning, robotics and other technologies are bringing rapid transformational change;
- Human capacity will involve developing emotional intelligence, relationship building and collaboration, personal resilience and stamina, and generating shared leadership.

We achieve through our community of professionals, associates and partners operating to the highest standards. We practice what we teach.

We have redesigned our programme portfolio to support every participant, wherever they are in their learning journey. From introductory to qualifications and across our tailored programmes we want to embed sustainable resilience and the welfare for all within our content and delivery.

For the first time we can now demonstrate career pathways within our management and leadership programmes. This is also reflected in our OD programmes and qualifications that cover essential skills through to a Masters qualification. Our facilitation skills strength grows with introductory through to advanced.

We continue to work on providing sustainable, flexible programme solutions to offer a truly unique portfolio that is driven by what our learners and clients need, creating a personalised learning journey with impact, like no other.



Our PULSE learning approach

We have also reviewed our learning methodology to ensure that it is relevant and enables individuals and organisations to lead their own learning journeys.

Based on adult learning theory, our PULSE learning methodology puts learners at the centre, creating the opportunity and environment where learning happens. PULSE represents the way we learn through our head, heart and hands as well as other people and influences. It demonstrates that learning is not static. When we are in the flow of learning our PULSE is likely to be strong, but at other times when we are challenged or stretched, our PULSE can seem weaker. Our facilitators guide participants with the opportunities, insights and skills to adjust their PULSE throughout their learning journey.

Championing human value in the future of work

Over the course of the year Roffey Park Institute has attended more exhibitions, and run its own events, to share our vision for the human voice in the future of work.

We have spoken directly to hundreds of people across the UK, Singapore and Ireland. We have spread the message of the importance of humans in the AI world and their ability to create and apply judgement in the world of big data. We have campaigned for the importance of human value to collaborate and work in generative dialogue to solve complex and creative problems. Using our PULSE learning method, we have provided accessible and practical tools for individuals to take away and start their own sustainable and resilience journey.



Our Global Locations



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DEVELOPING SUSTAINABLE LEADERSHIP AND MANAGEMENT

Bilfinger Tebodin – Foundations for Future Leaders



Bilfinger Tebodin is a multidisciplinary consulting and engineering company that is based across 50 global offices. Roffey Park Institute has worked in partnership with Bilfinger Tebodin for more than seven years, delivering its Advanced Manager Programme. The programme is aimed at the company's emerging managers and is designed to support younger or less experienced managers to learn the basics of leadership and improve their management potential, providing the foundations for a culture of development for future leaders.

Once the programme participants have been selected, they are each asked to complete a Team Management Profile which provides the individual and the programme facilitation team with information about their work preferences and is the starting point for a discussion on how they approach their work and their interactions with others in the workplace. Participants are selected by their line manager and they undergo a discussion together to define the objectives of the programme and learning outcomes. The individual also undertakes a 360-degree appraisal.

The focus of the first five-day phase of the Advanced Manager Programme is on management style, leadership, core communication, team work, influencing and motivation, creativity, delegation and learning how to have courageous conversations. During this phase, participants are required to work as two teams on an 'improvement proposition' project that will benefit the company.

The topics covered in the projects include elements such as improving cross-silo working, spreading good practice within the organisation, improving access to company knowledge and exploring new markets. They are all strategically focused and designed to have a direct benefit for the company.

Following the first five-day phase of the programme, participants also benefit from close contact and support from members of the Bilfinger Tebodin Board, discussing their 'improvement proposition' project with them and updating senior managers on their progress.



Participants are also asked to complete feedback surveys about the Advanced Manager Programme. This enables continuous checking back that the training helps participants to improve their work performance, if they are achieving their learning goals, what they have learned and the lessons they can apply in their daily work.

"Roffey Park Institute has always been a true and active partner in the development of our leaders and managers; they are committed to getting the best out of every programme for Bilfinger Tebodin and our people, which is really important for an organisation like ours that is constantly changing."

To find our more telephone 01293 854042 or visit www.roffeypark.ac.uk

Dimensions – Building a Lasting Leadership Legacy



Dimensions is the largest UK not-for-profit organisation supporting people with learning disabilities and autism, including those with complex needs. Their work is focused on enabling every person they support to have a great life, with excellent outcomes. When Dimensions was developing its 2020 strategy, one of its aims was the intention to build a workforce that is capable, highly motivated and engaged. The organisation also recognised the importance of becoming an effective learning organisation itself and devolving decision making to be as close as possible to the people they support.

Roffey Park Institute developed a leadership programme that would build a strong leadership team, stimulate a collaborative culture and strengthen the Dimensions' capability for continued growth.

Action learning sets provided participants with an opportunity to explore a broad, open question and really hone in on what they regard as the challenges associated with an issue. They also introduced an element of peer coaching by giving participants time to discuss emerging issues and get support and challenge to benefit their own development and competence.

Masterclasses were the key vehicle to introduce leadership models and methods and support the groups to apply learning practically through a combination of presentations, discussions and exercises. The topics selected for the masterclasses reflected the challenges that Dimensions was facing in its evolution:

1. Leading through complexity - where there are not always easy answers and leading through situations that involve unresolvable tensions.
2. Power and influencing - covering the personal and interpersonal dimensions of leadership and organisational politics.
3. Conflict and negotiation skills.
4. Innovation.

Ten leaders were invited to take part in a four-day Clear Leadership programme led by Roffey Park Institute. This element of the wider programme involved four intense days of learning to help develop new ways of thinking about the challenges faced at work, which encouraged a better quality of understanding and conversations within the business.

Participants who had not taken part in the Clear Leadership programme, launched 'organisational raids' to provide reflection, context and balance to some of Dimensions' organisational issues and challenges. This group visited McDonalds, the Fire Service and the Royal Air Force, which was a creative way to find out how other organisations approach and respond to similar problems.



A key factor in the success of this programme, according to Stella Cheetham, has been the partnership and professionalism from the Roffey Park Institute team.

"Their insight has been intuitive and throughout our partnership, the team has inspired confidence in our people, understanding the challenges we face and inspiring our people to find solutions that will work for us and the people we support. In fact, I'd say that working with Roffey Park Institute and investing in a programme with them has been one of the best decisions I have ever made during my career."

GROWING OUR IMPACT ON THE WORLD



Amanda Humphrey, Head of Governance & Company Secretary with the Mayor of Crawley supporting the Dame Caroline Haslett Memorial Project

Roffey Park Institute fulfils its charitable objects by publishing research outputs on our website, making them freely available to all, and supporting less well-off organisations and charities through preferential pricing on programmes, plus in-kind activities such as our Carers' Weekend, now in its eighth year.

Additionally, we provide fee concessions and bursary places on our educational programmes for not-for-profit organisations which, as a percentage of total revenues, were at 7%. When not being used for our own activities, our facilities are available to and regularly used by local organisations including charities and schools. We were pleased to host four respite weekends this year for younger people with Alzheimer's, organised by West Sussex County Council. We supported fifteen of our staff to achieve Mental Health First Aider status this year.

A key objective for this year was to develop new partnerships with local colleges and universities that help advance our charitable mission by assisting in upskilling and assisting individuals who might not otherwise have access. Consequently, we are delighted to be supporting and co-funding three PhD students with the University of Sussex and have also provided supported work experience for ten students with Special Educational Needs and Disabilities from Crawley College. In addition, we provided presentations and tours on the History and Work of Roffey Park Institute to three University of the Third Age groups, with more booked for next year.

We joined Crawley and Horsham Community and Voluntary Service groups this year and supported the Dame Caroline Haslett Memorial Project (an amazing woman and a founding member of Roffey Park Institute who went on to serve on our Board for 11 years) at an awards ceremony for the Electric Visual Arts Festival, organised by the Three Bridges Forum, and we renamed a training room to honour her contribution.

Our Charitable Objectives

To conduct, promote and support, for the benefit of all, research into the future of work and how that may affect the health, wellbeing and prosperity of all people engaged in industry, commerce, public services and the third sector.

With a fundamental commitment to humanity at work we focus on:

- How dialogue and collaboration between leaders, managers and people can positively affect organizational outcomes for the benefit of all;
- Using our action research and group dynamics approaches to link theory directly to practice in our learning models;
- Offering training, learning, development, facilitation and advisory services to assist leaders, managers and organizations in all aspects of their work;
- Embedding dialogue, inclusion and enablement to enhance human flourishing and value.

Additional Charitable Activities

- Payroll Giving Silver Award from HM Government
- Charity Book Stall – contributions to various charities from staff and participant purchases of donated books
- St Catherine's Hospice – support through ongoing donations of goods and clothes from staff
- Christmas Giving Tree – providing food and gifts to the Salvation Army
- Sponsorship of the local Colgate Fête
- We signed up to an MIA campaign 'War on Plastics', aiming to reduce the use of single-use plastic by 20% over the year, and supported 1st Harwood Guides in 'Ocean Bombing' our offices to raise awareness, organised by Sussex Green Living
- Participation in Comic Relief and Red Nose Day
- Save the Children Christmas Jumper Day
- Coffee mornings and bake sales in aid of Macmillan Cancer Support

SUMMARY FINANCIAL STATEMENTS

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 22 November 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 2019

	2019	2018
	£000	£000
Incoming resources	6,704	7,047
Resources expended	6,476	5,884
Net (outgoing) incoming resources	228	1,163

Summary Consolidated Balance Sheet at 31 July 2019

	2019	2018
	£000	£000
Fixed assets	7,346	7,406
Current assets	2,739	2,312
Creditors: amounts falling due within one year	(1,516)	(1,318)
Total assets less current liabilities	8,569	8,400
Creditors: amounts falling due after more than one year	(1,354)	(1,412)
Net assets	7,215	6,988
Total unrestricted funds	7,215	6,988

OUR PEOPLE

VICE-PRESIDENTS

Sir Michael Bett CBE
Didier Pineau Valencienne
Clara Freeman OBE, MA

BOARD OF TRUSTEES AND DIRECTORS

Drawn from members
of the Institute

Siân Harrington to 05/02/2019
Matt Haworth
Charles Horton BA (Hons), MBA,
FCLIT, FIRO, FRSA
Roger Leek
Sebastian Ling
Jignesh Ramji
Alison Ritchie⁺ BSc, FRSA
Jabbar Sardar
Andrew Talbot to 27/03/2019
Caroline Waddington BSc, ACA
Caroline Waters OBE

Peter Browning⁺ to 06/09/2019

CHIEF EXECUTIVE

Dr Robert F Coles PhD

COMPANY SECRETARY

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

MEMBERS OF ROFFEY PARK INSTITUTE

Action on Hearing Loss
AMEC Foster Wheeler
Booker Ltd
Bloomberg L.P.*
British Broadcasting Corporation*
British Sugar plc
BT plc
C E M Freeman
Chameleon People Solutions
CW Consulting Box*
EDF Energy
Fujitsu Services Ltd

P. Gallagher
Kraft Heinz Company Ltd
Hampshire County Council
V J Hammond
P T G Hobbs
R J Hudson
Jewson Ltd
John Lewis Partnership
Johnson Matthey plc
Kodak Ltd
S. Ling*
Marks & Spencer plc
Metropolitan Police Services
Mondelēz International
Nestlé UK Ltd
On and Off Communications Ltd,
trading as The People Space*
PHL Services Ltd
RBS
Reason Digital*
A Ritchie*
Royal Mail Group plc
RJL Consulting*
RWE npower
Siemens plc
Taylor Wimpey UK
The Go-Ahead Group*
Transport for London
P M Vaz
Virgin Media
Vodafone
C Waddington*
W H Smith plc

MANAGEMENT TEAM

Dr Sue Binks
Dr Angus Cameron
Dr Robert F Coles
Nigel Dean*
Simon de Winter
Lyn Downey
Dr Arlene Egan
Judith Francis
Amanda Humphrey
Ken Ingram
Tom Kenward
Patrick Lenton
Janice McBrown
Mark van Klaveren

CONSULTANT/RESEARCH TEAM

Sue Binks PhD, MSc, BSc
Cindy Cox MSc, BA (Hons)
Ken Ingram MSc
Ana Karakusevic MSc, BA
Tom Kenward MSc, BSc
George Kunnath MBA, BEng
Adrian Lock BSc (Hons), DipTM,
DipCoach, CertCoun, CertMed,
MCIPD
Simon Newitt PhD, MA, BSc
Meysam Poorkavoos PhD, MSc,
BSc
Sara Prabhakaran, BSocSc
Alex Swarbrick MPhil (Econ), BSc,
FCIPD
Vanessa Williams MBA, BA,
FCIPD, CTA (Organisational)

+ Directors of Roffey Park
Services Ltd

* Represented on the Board of
the Institute



Roffey Park Institute staff members at the International Womens Day Conference March 2019

ASSOCIATES

Gurbinder Bahra
 Colin Barnes
 Anthony Betts MBA
 Lynda Brooks MSc
 Mhairi Cameron MSc, MA, ICF
 Helena Clayton MA, BA, MCIPD
 Karen Clifford
 Andrew Constable
 Mary Cross MCIPD, MIBC, MACAC
 Karin Dean
 Liz Finney
 Fiona Flynn
 Liz Goold
 Simon Gott
 Lim Poh Guan MBA
 Sarah Henbrey MA
 Peter Hamill BSc, CertCoun
 Steve Hearsum BA, MSc, HSDP
 Shelly Hossain MBA, BA, PGDip, MCIPD
 Lesley Hudd BA, PGCE, DipCG, AMCIPD
 Clare Jackman
 Andy James BSc (Hons)
 Nicholas Jeffery MPhil, MBA, BSc
 Sean Kirk
 Bernadette Kirrane MBA, BA

Cathy Korn MA (Oxon)
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 Megan Meredith
 Diane Moody
 Gary Morgan
 Moira Nangle MSc
 Jeffrey Sy Ong
 Anne Painter BA, CertCoun
 Suzanne Penn MA, BA, GCIPD
 Rachel Rann MA (Cantab), PG Cert
 Lisa Rendell Post Grad Dip
 Helen Shaw
 Catherine Shepherd
 Andy Smith MA, BA, CertGestalt
 Caroline Stearman Msc, MA
 Sabine Stritch BSc, MCIPD, MA
 Steve Tarpey MA, DipPM, ACIB, MCIPD
 Laurent Vuibert
 Ingrid Watts MSc, CPsychol
 Roland Webster
 Karen West
 Chris Williams MCIPD
 Ian Williams MA, MSc
 Justin Wise MA (Cantab), MSc (Lond), MSc (Sussex)

John Woodward-Roberts MA
 Alastair Wyllie
 Jane Yarnall PhD, BA, MCIPD

Trustees who served on the Board during the financial year ended 31/07/2019

Directors, Management Team, Consultants and Research staff as at 31/10/2019

Associates who undertook work for us during the financial year ended 31/07/2019

If you are interested in having a conversation to explore possibilities, then please get in touch with us.

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

www.roffeypark.ac.uk

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