



2016-17

# Annual Review

Passionate about  
people

Serious about  
performance

# Building better workplaces in a turbulent world

The year covered by this Annual Review started on a high note with the Summer Olympics in Rio de Janeiro, the first time in South America. This was quickly followed by other events that rocked the world in different ways, starting with a nuclear test by North Korea on 9 September 2016. Donald Trump was elected President of the United States after an acrimonious campaign and in early January he was inaugurated at a swearing-in ceremony which he claimed was bigger and better than that of Barack Obama. It was to set the tone for a year of twists and turns that none of us might have ever anticipated. A month or so after the inauguration of Trump, North Korea conducted a ballistic missile test which created further angst not only in North East Asia but in the world as a whole.

In the UK Theresa May triggered Article 50 on 29 March, setting in train the exit of Britain from the European Union. Then came the misstep of the general election which resulted in a hung parliament and a weakening of the government's position. A few days later we saw the terrible Grenfell Tower fire followed by a series of PR disasters for the government.

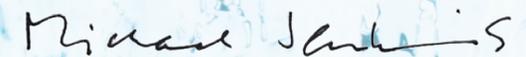
All of these events point ever more acutely at the evolution of a crisis of leadership in our country and the world at large. And in this sense our work at Roffey Park in contributing to developing better - meaning more skilful, nuanced and compassionate leadership among those who lead us – even more vital. As if to underscore this, we have gone on to witness the ill-fated attempt by Catalonia to achieve independence from Spain and the harsh reaction of an unpopular government together with – on the continent of Africa – the end of the dictatorship of Robert Mugabe in Zimbabwe. Tyrannical political leadership is matched only by continuing poor performance from many corporate leaders who are more interested in lining their own pockets than with caring for their employees and contributing more broadly to the betterment of society. The task at hand is truly enormous.

So we have continued to work hard against a backdrop of domestic and international turbulence, and I'm delighted that our financial results mean we can continue to pursue our agenda: helping to make the workplace a better

place and indeed through this, to make the world a better place.

We have championed the role of compassion in the workplace, in a way that is highly practical and applied – and as far away from pink and fluffy as it is possible to be. A detailed report on our research and Creating Compassionate Workplaces conference, enabled through a partnership with Public Health England, is contained in this Annual Review. This is just the beginning and we will do more in this area to enrich our existing core offerings across organisational development, human resource management and leadership.

We are excited about the future and realistic about the challenges that lie ahead: at the same time we are confident that we will achieve our objectives and in so doing, do good and do well.



**Michael Jenkins**  
Chief Executive

# Standing up for leadership and management



As Michael says in his report, it's certainly quite a turbulent time to be leading an organisation. There are always massive expectations placed on leaders and a long list of qualities required - clarity of strategic thought, excellent (and flawless!) decision-making and communication skills, authenticity, resilience, passion and adaptability. It's no wonder that leaders and managers can sometimes feel they are being pulled in different directions and are dealing with relentless and overwhelming pressures. The media is constantly highlighting examples of bad leadership when things go wrong. We hear less often about instances when things go right and of people who make fantastic personal and team contributions in the public, private or not for profit sectors. And yet, there are thousands of great leaders and managers who do exactly that day after day.

As an Institute, we are very proud of our 70-year history and heritage in helping to make organisations a better place in which to work. We do this by developing business leaders, HR, and OD

professionals, and helping them better navigate organisational life, challenge the status quo, and support people through change. What we do really does make a difference. Participants emerge from our programmes – whether on an individual, organisational or bespoke basis - more strategic, better focused on results, collaborative, resilient, influential, with greater emotional intelligence, and more aware of themselves as managers and leaders. As a result they are more empowering, engaging and inspiring – and are able to harness the power and potential of their people to deliver superior results. I am always delighted to see so many of our repeat clients, who recognise the value and opportunity that our programmes bring to their organisations.

During the last year we published research on a number of different topics, including trust, team resilience, and transformative coaching. These, together with our workplace surveys – The Management Agenda and Working in Asia – are invaluable in helping

organisations recognise and tackle the key issues they are facing now and into the future. We also ran a successful series of masterclasses, bringing a number of prominent international speakers to Roffey Park to share their expertise. And we were delighted to continue to highlight the importance of wellbeing and humanity at work through our Creating Compassionate Workplaces conference (see page 8).

I would also like to thank the Board of Trustees for their ongoing commitment and support, together with sincere thanks to all our staff and associates for their hard work and contribution over the last twelve months. In particular, I would like to take the opportunity to personally thank those Trustees who are stepping down from the board this year - Paul Gallagher, Martin Tiplady and Tracey Killen - for their immense help, expertise and guidance over recent years. And I'd also like to welcome Roger Leek and Jabbar Sardar who join us as Trustees for 2018.



Alison Ritchie  
Chair

# Transforming education for the last 25 years

When I was an OD Director in a charity a few years back, I undertook the MSc in People and Organisational Development at Roffey Park. It was the most powerful and useful chapter of my learning journey to date.

Back in my OD Director days, I had a recurring feeling. I knew what I was doing and I was reasonably successful over time in bringing ideas to fruition. But there was a nagging doubt. What were my initiatives and interventions grounded on? Did I really know? Could I really substantiate the confidence and certainty I projected? It may disappoint you to hear that I still have the nagging doubt. But today, I locate my doubt with more focus and negotiate with it quickly so that I can move forward - perhaps with less certainty and confidence than ten years ago, but with more humanity, clarity and usefulness. That's what the MSc did for me, and the more I hear about other routes I could have taken, the more glad I am that I took the Roffey route.

Yes, there was input on theory, method and practice and we met pioneering thinkers and practitioners over the two years. That was all useful and inspiring,

but the real power came at a completely different level. I was challenged to examine my assumptions about how I saw the world, how I made my decisions and how I acted in the world. Having reflected and had the honour of seeing others go through it now, I think the biggest - and pretty much unique - thing about this programme is its emphasis on actual (not just espoused) self-management.

Nothing compared with the cocktail of nery excitement as I moved from the relatively bounded safety of year one's defined assignments into the vast and flourishing territory of year two's skills development, research and dissertation. "What, you mean I can study whatever I like, combining my own interests with those of my working context, to actually learn about something that matters to me and others?" That was what I asked disbelievingly and I've heard many others ask since. Such a radical notion runs counter to most of our experiences of learning and yet surely this is essential to freeing ourselves to learn deeply? I hope that one day more institutions will find the courage to take a risk and give learners this scope.

Roffey Park truly takes this risk and it's well worth it.

Today, I am privileged to be the Head of Qualifications at Roffey Park and to work with participants and faculty on a truly radical approach to education. After three decades, this MSc remains the only academic qualification of its kind in Europe.



**Tom Kenward**  
Head of Qualifications and Senior Consultant

**WATCH OUR ALUMNI TALK ABOUT THE PROGRAMME**



# #compassionatwork - making work a better place



For over 70 years, Roffey Park has been working with people and their organisations to make the workplace a better place to be. Our own research and that of others depicts organisations where people are constantly on the verge of burn-out, where interpersonal relationships are fractious and stressful, where staff turnover is high. It is no wonder that we are facing a huge challenge of improving productivity and engagement in order to be successful in our ever-changing world.

For the last four years we've been exploring the role of compassion in the workplace, and we're conscious that the development of a caring and compassionate workplace is not something that can happen in the blink of an eye. Nor will it happen without people taking an active decision to change what they do not like about their workplace. To be even more specific: people who are not in

leadership positions are going to find it harder to influence the corporate culture in a way that encourages people to be more compassionate in the workplace. They can help support organisational initiatives to make work time a better experience for all – but, to our mind, the lead has to be taken by managers and leaders from the outset.

Leaders (and not just the CEO and top team) are the ones who set the tone for the way the organisation is going to be. That means that leaders have to be convinced of the need to either massively upgrade the level of compassion in the workplace or build further and faster on any good work that might already have been done or work that has just been initiated.

But why should we care about compassionate workplaces? After all, it sounds like a lot of hard graft.

Here are three key words as a starting point, even an encouragement to action – engagement, productivity and results.

We need to work a lot harder than we are currently to encourage people to associate these items with the word

“compassion”. At the present time the majority of managers in most organisations around the world suffer from what we might term “compassion blockers”. First and foremost, they associate compassion with something that is pink and fluffy, as it is thought of in many workplaces at the moment. What this tells us is that people need to be supported to become more compassionate; some need convincing that it is, in fact, the right thing to be doing; others need encouragement to see that, as they exhibit compassion, so others will show compassion to them when they themselves are suffering or in need. A virtuous circle of compassion is what is required.

At Roffey Park we are clear that compassion is an active thing. Doing something about someone's suffering involves action and this is where we can differentiate between empathy (which is, of course, a good and desirable thing) and compassion. Empathy can mean people thinking: “I'm really sorry about your issues/ your predicament – all the best! (But you're on your own on this one, mate!).”

Whereas compassion in the workplace means that you are alive to the suffering of others, you have the personal resilience to undertake a set of compassionate acts, you do not judge people (you do not think: “your problem is of your own stupid making, sort yourself out”) and you actually do something about the suffering of others. This way of looking at compassion (specifically in the context of the workplace) is based on five constructs which form the basis of Roffey Park’s “Compassion in the Workplace Index” ([www.roffeypark.com/compassion](http://www.roffeypark.com/compassion)).

It is this “doing something about it” that makes our vision of compassion in the workplace a really compelling thing. In the many conversations we have had with our participants on programmes, seminars, workshops and conferences, we know that people are interested in finding out more about making the workplace (that part of their life where they spend so much time) a much better place to be. This is why we want to underscore the idea that compassion is not a woolly thing; in fact, it lies at the heart of engagement, which in turn – if you can get it right – has some fantastic outcomes (productivity and going the extra mile being just a couple in addition to wellbeing, high levels of energy and commitment).

At Roffey Park we have made a start with our research and we hope that our conference (read more on page 8) will create the momentum needed to support those people in the workplace who are convinced, as we are, that more caring, more generous and more compassionate organisations are not just a pipedream; that with hard work, a committed leadership and the generation of some internal corporate momentum around compassion we do indeed have the potential to make some big changes for the better.

## COMPASSION AT WORK

- resources and tools available on our website



TOWARDS MORE  
COMPASSIONATE  
WORKPLACES



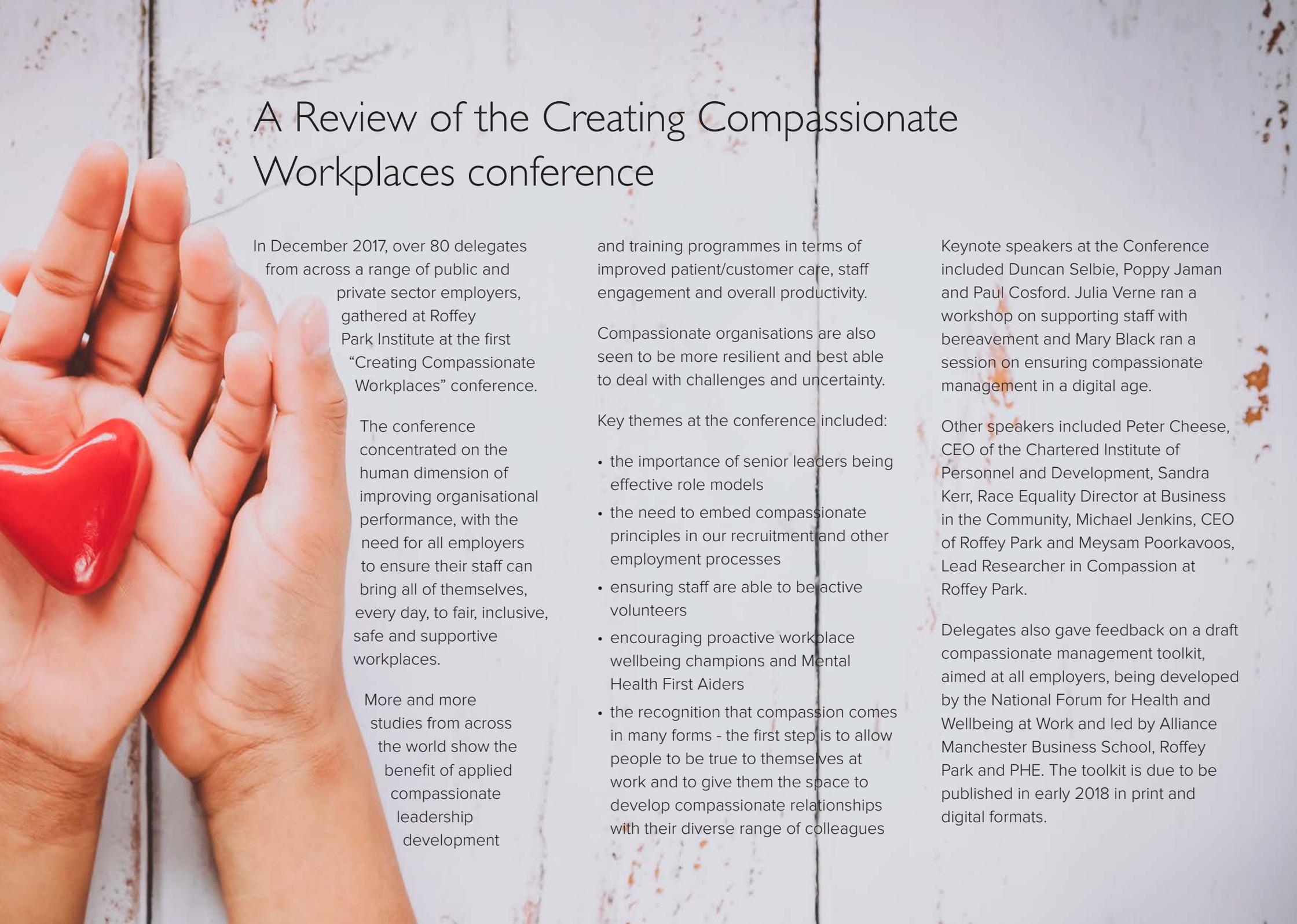
COMPASSIONATE  
LEADERSHIP

### COMPASSION AT WORK INDEX

Roffey Park’s Compassion at Work Index (CWI) is a statistically robust model developed from an in-depth review on existing evidence and a survey of over 500 UK managers and non-managers.

The CWI provides a personalised report of how you see your own level of compassion at work across five attributes as well as practical tips to improve or enhance your approach.

[www.roffeypark.com/compassion](http://www.roffeypark.com/compassion)

A pair of hands, one larger than the other, are shown from the left side of the frame, cupping a bright red, glossy heart. The hands are positioned against a background of white-painted wooden planks with some visible texture and slight discoloration. The heart is the central focus, held gently in the palms.

# A Review of the Creating Compassionate Workplaces conference

In December 2017, over 80 delegates from across a range of public and private sector employers, gathered at Roffey Park Institute at the first “Creating Compassionate Workplaces” conference.

The conference concentrated on the human dimension of improving organisational performance, with the need for all employers to ensure their staff can bring all of themselves, every day, to fair, inclusive, safe and supportive workplaces.

More and more studies from across the world show the benefit of applied compassionate leadership development

and training programmes in terms of improved patient/customer care, staff engagement and overall productivity.

Compassionate organisations are also seen to be more resilient and best able to deal with challenges and uncertainty.

Key themes at the conference included:

- the importance of senior leaders being effective role models
- the need to embed compassionate principles in our recruitment and other employment processes
- ensuring staff are able to be active volunteers
- encouraging proactive workplace wellbeing champions and Mental Health First Aiders
- the recognition that compassion comes in many forms - the first step is to allow people to be true to themselves at work and to give them the space to develop compassionate relationships with their diverse range of colleagues

Keynote speakers at the Conference included Duncan Selbie, Poppy Jaman and Paul Cosford. Julia Verne ran a workshop on supporting staff with bereavement and Mary Black ran a session on ensuring compassionate management in a digital age.

Other speakers included Peter Cheese, CEO of the Chartered Institute of Personnel and Development, Sandra Kerr, Race Equality Director at Business in the Community, Michael Jenkins, CEO of Roffey Park and Meysam Poorkavoos, Lead Researcher in Compassion at Roffey Park.

Delegates also gave feedback on a draft compassionate management toolkit, aimed at all employers, being developed by the National Forum for Health and Wellbeing at Work and led by Alliance Manchester Business School, Roffey Park and PHE. The toolkit is due to be published in early 2018 in print and digital formats.

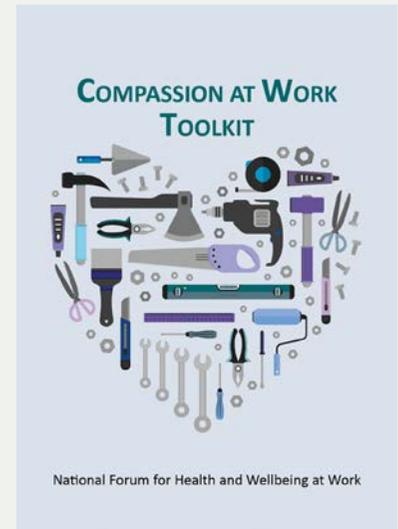
## Tweets from the conference



## Compassion at Work Toolkit

Roffey Park have contributed to a 'Compassion at Work' Toolkit which was launched by the National Forum for Wellbeing at Work.

It sets out the business case for compassion at work and provides examples of what this means and how it can be implemented in practice. It also covers what is meant by the terms 'empathy' and 'compassion' in the workplace, what happens without it, why we lack it and how we can foster compassion.



[Download the toolkit here](#)

# 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 16 February 2018 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,  
Alison Ritchie, 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 2017

	2017	2016
	£000	£000
Incoming resources	5,514	6,181
Resources expended	5,498	(6,544)
Net (outgoing) incoming resources	16	(363)

## Summary Consolidated Balance Sheet at 31 July 2017

	2017	2016
	£000	£000
Fixed assets	7,679	7,930
Current assets	1,623	1,098
Creditors: amounts falling due within one year	(1,768)	(2,125)
Total assets less current liabilities	7,534	6,903
Creditors: amounts falling due after more than one year	(1,710)	(1,094)
Net assets	5,824	5,809
Total unrestricted funds	5,824	5,809

## Independent auditor's statement to the members of Roffey Park Institute

We have examined the summary financial statement for the year ended 31 July 2017 as above.

### Respective responsibilities of the trustees and the auditor

The trustees are responsible for preparing the summarised financial statements in accordance with applicable United Kingdom law and the recommendations of the charities SORP.

Our responsibility is to report to you our opinion on the consistency of the summarised financial statements within the summarised Annual Review with the full annual financial statements and the Trustees' Annual Report.

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board.

### Opinion

We have not considered the effects of any events between the date on which we signed our report on the full annual financial statements 21 November 2017 and the date of this statement.

RSM UK Audit LLP, Statutory Auditor  
25 Farringdon Street  
London  
EC4A 4AB

21 November 2017

# Our people

## VICE-PRESIDENTS

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Didier Pineau Valencienne  
Clara Freeman OBE, MA

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MBA, FCLIT, FIRO, FRSA  
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ACA  
Caroline Waters OBE

Peter Browning\*

+ Directors of Roffey Park  
Services Ltd

## CHIEF EXECUTIVE

Michael Jenkins

## COMPANY SECRETARY

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

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Ltd, trading as The People  
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A Ritchie\*  
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\* Represented on the Board  
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Michael Jenkins  
Andy Smith

## CONSULTANTS

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BSc  
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(Lond), MSc (Sussex)  
Alastair Wyllie  
Jane Yarnall PhD, BA, MCIPD

**Trustees who served on the  
Board during the financial  
year ended 31/07/2017**

**Directors, Senior  
Management Team,  
Consultants and Research  
staff as at 31/10/2017**

**Associates who undertook  
work for us during the  
financial year ended  
31/07/2017**

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](mailto:info@roffeypark.com)

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

[www.roffeypark.com](http://www.roffeypark.com)

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