

Leadership



**Human
Resources**



Organisational Development



Annual Review 08/09

www.roffeypark.com


roffeypark
enlightening people



Michael Jenkins
Chief Executive

I've joined an exceptional organisation during exceptional times. Roffey Park has been a prominent force in people and organisational development for over 60 years with its heritage firmly grounded in the link between personal well-being and productive working.

Like many organisations, Roffey Park has been impacted by the global economic crisis. For us this meant that not only did we focus on the short-term measures needed to survive but we also took the opportunity to assess our strategic goals. As a result we have decided to explore ways of offering services to organisations in Asia Pacific and have chosen Singapore as the perfect location to serve this region.

We are looking forward to sharing Roffey Park's rich knowledge with a new audience in the world's fastest growing region and at the same time, bring best practice from that part of the world to Europe for the benefit of our clients here.

So as we build on our past, what remains the same is the commitment of staff in all areas of Roffey Park who share a passion for our work. I would like to thank them for their generous welcome and for their continued support and hard work.

Finally, I would like to thank John Gilkes for helping my smooth transition into Roffey Park and sharing with me his insights and experience. I would also like to thank our Board and Executive Team for their support and dedication – particularly during the turbulent beginning of 2009. I am sure we are all looking forward to the challenges of - and opportunities presented by - the new decade ahead of us.

Michael Jenkins





Val Hammond
Chair

The past year will surely enter records as one when organisations faced great challenges due to the dramatic unfolding of the economic downturn.

For Roffey Park this coincided with the planned arrival of Michael Jenkins as our new Chief Executive and a change not envisaged, that of my stepping down as Chair for health reasons. It was disappointing that I could not support Michael and his staff during the toughest months.

However, it is at such times that one realises the strength of one's colleagues. I am enormously grateful to all members of the Board, but especially Clara Freeman, for practical leadership and support. Similarly, Roffey colleagues demonstrated outstanding commitment and resourcefulness which enabled them to win through and to

open up new directions. Most particularly, I should like to acknowledge the support and loyalty of our clients both those who are long-standing and those whose contact is more recent.

Alison Ritchie who succeeded me as Chair of the Board brings significant experience from her previous senior executive roles at BT and knowledge of our work from her time on our Board and as Chair of our services company. I am confident that with the leadership of Alison and Michael, Roffey Park will continue to thrive and meet the ever changing needs of our clients.

May you all have good fortune, and travel with full hearts to build an even better tomorrow.

Val Hammond





Alison Ritchie
Chair

Any Annual Review gives us the opportunity not only to look to the past but also to look forward to the future. The last 12 months have been a challenging time for many organisations and individuals – including those at Roffey Park. Public and private sector managers are all reporting cost reduction as the single biggest issue in their organisations in the past year. It is at times like these that leaders rely on their people more than ever for their determination, commitment, creativity and passion. I would therefore like to take this opportunity to thank everyone at Roffey Park for their loyalty and support during the last 12 months.

I have also been pleased, and very encouraged, to see so many of our valued clients and customers continuing to view investment in themselves and their people as a crucial factor for future success. And I'm delighted that they continue to value highly the difference

that Roffey Park can make to their requirements.

Looking to the future, I am sure we will see continued significant change as organisations and their people strive to shake off the doom and gloom of recession, and move forward to grasp any emerging opportunities for growth, prosperity and increased efficiency and productivity. Themes coming to the fore will be the continued need for good and ethical management practice and a continued focus on leadership development. Our team at Roffey Park continue to work with people in all walks of life to help bring about lasting improvement and positive change. And we also continue to make our skills more accessible and available to people and organisations through bursaries and discount pricing.

The last 12 months have also seen change on a personal level for many at Roffey Park. In May, Val Hammond stepped down from the role of Chair; a position she had held for 6 years, preceded by many years here as Chief Executive. Val's leadership, vision, personal drive, and commitment, will leave an enduring legacy for all of us and a very hard act to follow!

I would like to thank Val immensely, for everything, and to say how delighted I am that she has agreed to continue as a member of the Board of Trustees. I would also like to take the opportunity in joining Val in welcoming Michael Jenkins to the team. I am very confident that the future holds some exciting times for all of us.

Alison Ritchie



Our unique approach

At Roffey Park, we believe that learning has the power to transform individuals and organisations – improving the performance of both. Each year those organisations that work with us appreciate that our intimate understanding of the working individual and how organisations function is grounded in a renowned programme of ongoing research. Continually refreshed, our approach to training and development is focused on the human side of management for the benefit of individuals and their organisations.

The effect this has on the hundreds of managers and directors who experience a Roffey Park programme is often profound.

“ Roffey Park really got under our skin to understand what makes us tick and where they can help. The evaluation shows what a positive contribution the programme is making and demonstrates that it is fulfilling our objectives. Roffey Park’s flexible, proactive and academic approach, combined with its ideal residential facilities, make it the perfect partner for developing management skills. ”



Janet Storey, Performance and Development Manager
Biotechnology and Biological Sciences Research Council (BBSRC)

“ Roffey Park gave me the clarity and confidence I needed to progress the company and a real insight into what was most important for us to focus on. I wholeheartedly believe that the work I did with Roffey Park enabled us to position the company in such a way that we could weather the economic storm much more effectively. When I first visited Roffey Park, the recession had yet to make itself fully felt but shortly afterwards there was a steep decline. The motor industry basically fell off a cliff and, without the help of the Strategic Leadership Course, Fin Machine would have been left much more exposed to the vicissitudes of the market. ”



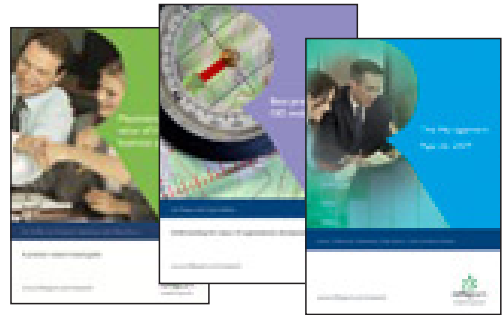
Craig Billingham, Managing Director
Fin Machine

Our people are just that – people. We communicate on a one-to-one basis. We engage with dynamic groups. We are exceptional facilitators, passionate about our areas of expertise. We listen to the needs of our participants then focus our knowledge and experience to ensure that their learning resonates at a deeper, more effective level, one that will have long-lasting transformational results.

Set in an area of outstanding natural beauty, Roffey Park’s purpose designed learning environments nestle in 40 acres of freedom. Freedom to let your mind roam and unlock new potential. Freedom to concentrate on what’s important, not what’s urgent. Freedom to discuss and absorb new ideas. Roffey Park is an inspirational place for inspirational people.



Review of 2008/2009



3 Research Reports published. Research lies at the heart of Roffey Park and this year we published our own research on HR Business Partnering, Organisational Development Evaluation – as well as the twelfth Management Agenda survey. In addition, we continue to conduct tailored research surveys enabling organisations to have an in-depth understanding of the situation they are facing.

19 years of our MSc in People and Organisational Development. Accredited by the University of Sussex, our MSc continues to be the qualification of choice for OD professionals. 10 participants graduated this year with 15 beginning their two year programme of study.

640 participants attended our open programmes and events. It was a busy year for open programmes with over 280 participants attending a total of 37 programmes throughout the year. Our events programme offered an exciting mix of conferences, masterclasses and workshops with over 350 participants ranging from HR and OD professionals to senior managers and leaders.

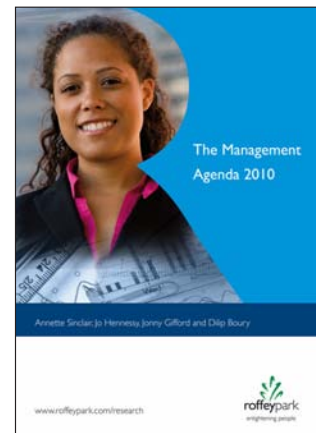
8,415 tailored participant training days from 106 organisations. During the year we continued to work with organisations on projects ranging from building leadership capabilities to talent management; developing people management skills; running development centres; building high performance teams; and developing HR business partners. Many clients chose to enjoy the full Roffey Park experience by using our residential centre in West Sussex. Our consultants have also delivered work across the UK, Europe and internationally.

30,404 meals served at our residential centre. We pride ourselves on the quality and consistency of our service to participants and their organisations who take advantage of training and conference facilities in West Sussex. In November we were finalists in the World of Learning Awards: Training venue of the year

£313,000 of bursaries offered to charity/not for profit sector. We continue to support smaller and not for profit organisations through preferential pricing on fee's, bursaries and in kind activities. Our in kind activities include significant work with local and national charitable organisations. 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.

The Management Agenda 2010

For the last 13 years, Roffey Park has conducted a research survey – The Management Agenda – now established as the definitive indicator of workplace trends in the UK. This year's survey draws from the views of 950 managers working in small, medium and large organisations in all sectors of the UK economy.



2009 – a year of economic decline

Our findings confirm that the impact of the recession has been widespread over the last year. Most managers claim that the economic climate has had a negative impact on their organisation with the private sector and largest organisations hardest hit. Across all sectors, organisations have responded by attempting to reduce costs through imposing spending restrictions. Redundancies have been widespread in the private sector, but the public sector anticipates headcount reductions in the future. The picture is not however all negative. Many managers report their organisations have engaged in positive strategies to survive the recession such as developing new services and products and looking for new markets. Focus on corporate responsibility has also increased – despite the pressures of the recession.

Good leadership – key to organisational success

The importance of leadership for organisational success was confirmed by this year's survey. Leadership was rated less positively in organisations that made cuts and redundancies and more positively in those that engaged in positive steps to cope with the recession. There was an increase in the proportion of managers reporting their organisation's stated values are practised by leaders – vital if employees are to retain trust in their leaders. Where organisations have continued to invest in employee development and especially, leadership development, leadership was rated more highly and it appears that the greater the investment, the greater the impact. There seems to be good return on investment here as the higher managers tended to rate their general leadership, the more successful organisations were, both in delivering their strategic plan and in financial terms.

HR is starting to deliver

For some it seems that HR functions are turning the corner. Two thirds of our survey felt that their HR function adds value to the business and that it is influential. Views on how proactive HR is, its strategic contribution and the extent to which it is customer focused, are more mixed. Middle managers, in particular, lack confidence in HR.

In this Annual Review, we have included a brief summary of some of the key findings from the research. The Management Agenda is available to purchase - price £35.

For more information, please contact:

W www.roffeypark.com/research

T 01293 854034

E research@roffeypark.com

Summary Financial Statement

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 13 November 2009 and received an unqualified report from our auditor, Baker Tilly 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 well-being of people at work.

Summary Consolidated Statement of Financial Activities For the Year Ended 31 July 2009

	2009	2008
	£000	£000
Incoming resources	5,353	7,209
Resources expended	(5,846)	(6,626)
Net incoming resources	(493)	583

Summary Consolidated Balance Sheet at 31 July 2009

	2009	2008
	£000	£000
Fixed assets	8,099	8,248
Current assets	1,324	2,277
Creditors: amounts falling due within one year	(1,124)	(1,683)
Total assets less current liabilities	8,299	8,842
Creditors: amounts falling due after more than one year	(2,706)	(2,756)
Net assets	5,593	6,086
Total unrestricted funds	5,593	6,086

INDEPENDENT AUDITOR'S STATEMENT TO THE TRUSTEES OF ROFFEY PARK INSTITUTE LIMITED

We have examined the summarised financial statements set out above.

Respective responsibilities of directors and the auditor

The trustees' (who are also the directors of the company for the purposes of company law) are responsible for preparing the summary financial statements in accordance with applicable United Kingdom law. Our responsibility is to report to you our opinion on the consistency of the summary financial statements with the full annual financial statements, and its compliance with the relevant requirements of section 427 of the Companies Act 2006 and the regulations made thereunder.

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practice Board. Our report on the charitable company's full annual financial statements describes the basis of our opinion on those financial statements.

Opinion

In our opinion the summary financial statements are consistent with the full annual financial statements of Roffey Park Institute Limited for the year ended 31 July 2009 and comply with the applicable requirements of Section 427 of the Companies Act 2006 and the regulations made thereunder. We have not considered the effects of any events between the date on which we signed our report on the full annual financial statements (18 November 2009) and the date of this statement.

BAKER TILLY UK AUDIT LLP, Statutory Auditor
Chartered Accountants
12 Gleneagles Court
Brighton Road
Crawley
West Sussex
RH10 6AD

February 2010

Our People

Vice-Presidents

Sir Michael Bett CBE
Didier Pineau Valencienne
Honorary Chairman,
Schneider Electric

Board of Trustees and Directors

Drawn from members of the Institute
Daniel Cloke BA, PGDip,
Clara Freeman OBE, MA
Paul Gallagher BSc (Econ), MCIPD
Val Hammond* BA, FRSA, CCMI, (Chair to 22 May 2009)
Neil Hartley FCIB
Charles Horton BA(Hons), MBA, FCLIT, FIRO, FRSA
Marion King (to 21/12/09)
Roger Leek (to 28/1/10)
Philip Ling MA, MSc
Alison Ritchie* BSc, FRSA (Chair from 22 May 2009)
Martin Tiplady CCIPD
Patricia Vaz* OBE, (ex officio and Chair of Roffey Park Services Ltd from 22 May 2009)

Chief Executive

Michael Jenkins

Company Secretary

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

+ Directors of Roffey Park Services Ltd

Members of Roffey Park

Amec Power & Process Europe
Booker Ltd
British Broadcasting Corporation
British Sugar plc
Bull Information Systems Ltd
Cadbury
C E M Freeman*
Crown Packaging UK PLC
EDF Energy
Fujitsu Services Ltd*
P Gallagher*
GlaxoSmithKline plc
H J Heinz Company Ltd
Hampshire County Council
V J Hammond*
PT G Hobbs
R J Hudson
Jewson Ltd
Johnson Matthey plc
Kodak Ltd
Marks & Spencer plc
Metropolitan Police Services*
National Westminster Bank plc*
Nestlé UK Ltd
News International Newspapers*
PHL Services Ltd*
RBS Group Regulatory Liaison*
Royal Mail Group plc
RWE npower
Siemens Mobility
Taylor Wimpey
The Go-Ahead Group plc*
Thomas Cook Group plc
P M Vaz*
Transport for London and London Underground
Virgin Media
Vocalink*
W H Smith plc

* Represented on the Board of the Institute

Consultants

Sue Belgrave BA (Hons), DipFRCD
Sue Binks MSc, BSc
Sharon Brockway MSc, BSc (Hons)
David Cleeton-Watkins MSc, BSc, FCIPD

Andy Firth BA (Hons), PGDip, NVQ4
Margi Gordon MSc, BA, AMCIPD
Peter Hamill BSc, CertCoun
David Lines PhD, PGCEA, DipHumPsych
Adrian Lock BSc (Hons), DipTM, DipCoach, CertCoun, CertMed, MCIPD
Gary Miles MA (Oxon), FCIPD
Rachel Saebi MSc, CMS
Andy Smith MA, BA, CertGestalt
Caroline Stearman MA (Cantab), MSc
Sabine Stritch BSc, MCIPD
Alex Swarbrick MPhil (Econ), BSc, FCIPD
James Traeger PhD, BA (Hons), PGDip

Research Staff

Dilip Boury MSc, BA
Liz Finney MA (Cantab)
Jonny Gifford MA, BA (Hons)
Jo Hennessy MA (Oxon), MSc, CPsychol
Annette Sinclair MSc, BA

Research Fellows

Martin Reddington DBA, MBA, BSc, DipMgmt, MIEE, MIIPR, MIMgt

Research Associates

Sharon Varney MSc
Carol Jefkins

Visiting Fellows

Paul Barber PhD, MSc, BA, RNT, SRN, RMN, TNMS, FRSA
Frans Berkhout PhD, FRSA
Prof. Robert Chia PhD, FRSA
Mee-Yan Cheung-Judge PhD, MA, BSc
Prof. Charles Hampden-Turner DBA (Harvard), MBA (Harvard), BA
Brian Holdstock PhD, FCMI, FRSA
Peter Matthews
Prof. Ralph Stacey PhD, MSc (Econ), Bcomm
Michel Syrett
Fons Trompenaars PhD

Associates

Barbara Agyeman MSc, BA, MCIPD
Sue Ball BA (Hons), MCIM, Chartered Marketer
Sylvia Baumgartner MSc, APMP
Hilary Barnett MA, BSc (Hons), MCIPD
Dionne Braham BA (Hons)
Ken Bull MA, FISM, RMN, MCIPD
Roger Byrne (Singapore)
John Coffey BEng
Andrew Constable MA (Cantab), MCIPD
Ashley Dowlen MSc, PGDip, MCIPD
Jacqui Fabian MBA, FCIPD
Terry Firth MSc, BA, FCIPD
Mariana Funes PhD, MSc, BA
Ed Griffin MSc, BA (Hons)
Paul Hodgkinson BA (Hons)
Shelly Hossain MBA, BA, PGDip, MCIPD
Lesley Hudd BA, PGCE, DipCG, AMCIPD
Andrew Hunter CertCoun, DSM, CHP (NC), MCIDP
Clare Jackman MCIPD
Andy James BSc (Hons)
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Barbara Kenton MSc, DTM, FCIPD
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Penny Lock MSc, MSc, BA (Hons)
Anne Painter BA, CertCoun
Suzanne Penn MA, BA, GCIPD
Alison Savage MSc, TDipM, DipCouns
Martin Saville MA (Oxon), MBA
Nigel Springett MSc, CPsychol, AFBPsS
Danny Sweeney BA (Hons)
Steve Tarpey MA, DipPM, ACIB, MCIPD
Chris Williams MCIPD
Jane Yarnall PhD, BA, MCIPD

Directors, Consultants and Research staff as at 31/1/2010

Associates who undertook work for us during the financial year ended 31/7/2009

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