



INVESTORS IN  
PEOPLE UK

## COMPANY REPORT 2002-2003

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Cumulative number of recognised organisations, 1991–2003 (as at year end)



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“The very essence of leadership is that you have to have vision. You can't blow an uncertain trumpet.”

THEODORE HESBURGH

## Introduction

For 12 years Investors in People has been a growing force for change in British business. We've championed more positive attitudes to organisational development. We've helped build up productivity and performance. Today, over 34,000 organisations are recognised as Investors in People. They employ a quarter of the UK workforce.

So far, so good. But where do we go from here?

Last year a team of independent consultants completed their Quinquennial Review of what we're doing and reported back to the Government. They said they liked what they'd seen, and made useful suggestions for further improvement. The Government has declared that we're "at the heart " of its Workforce Development Strategy. It's signed up to our new vision and strategy, confirming our funding until 2007. And it's committed an extra £30 million to help small companies realise the business benefits of the Standard and become Investors in People.

We've formed excellent, long term relationships with tens of thousands of UK businesses that want to improve the potential and productivity of employees. Now we're going after the others – particularly smaller businesses – while we continue to make our existing relationships even more productive.

Here's what we've been doing...

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# Chairman & Chief Executive's joint statement

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At Investors in People UK we've always believed passionately in what we do. But now there's a redoubled enthusiasm throughout the organisation.

The first stage in our development is complete: the Investors in People Standard is firmly established and generally recognised as critical to organisational effectiveness. Our aim for the next 10 years is to embed investment in people more widely and deeply into the culture of working life – primarily in the UK but also internationally.

Over the past year we've been laying the foundations for this next stage in our development. We've evolved a more ambitious vision and a strategy for achieving it. We've focused our central team more sharply on our core role. We've won the Government's wholehearted support and stable long term funding. And we've developed new products which have been launched during the year.

Despite all that's been going on, we've also continued to grow. The number of recognised organisations recently passed 34,000. And on the way we've met the critical targets set by Government for the end of 2002: that more than 10,000 small businesses in England and 45% of UK organisations employing more than 50 people are recognised Investor in People organisations. achievements reflect much hard work by many people, particularly our Advisers and Assessors – we're grateful for their effort and commitment.


Our major task now is to get more small businesses onto the starting blocks. Working with existing and new partners, we launched a Small Firms Initiative in January: it aims to have 20,000 small firms working with the Standard in the next two years.

Meanwhile, we're enriching our relationships with existing customers. In January we launched the new Leadership and Management Model. This enables employers to strengthen their management cost-effectively, by accurately identifying development needs and appropriate training. It draws on 12 years of research by bodies such as the Council for Excellence in Management and Leadership and input from our own customers. We've also just launched the Work Life Balance Model, which will help companies to improve employee commitment and retention, in association with the Department of Trade and Industry and the Employers for Work Life Balance Consortium.

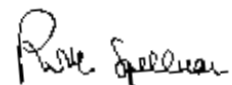
Established customers will be able to benefit from our new Profile assessment when they come up for post-recognition review. This rates their performance across a range of indicators, helping them to identify areas of strength and weakness. By this Autumn, as we build our database of profiles, we will also be able to benchmark customers against their peers.

Going forward, we'll be looking at how Investors in People might help organisations address their basic skills issues. We'll also be launching a beacon programme, now being developed to recognise organisations that are exemplary Investors in People, and that champion Investors in People in the wider community.

We will continue to evolve and develop, keeping the Standard relevant and making sure that employers of all sizes feel that they share ownership of it. The views and needs of over 34,000 organisations will shape our policies and service delivery as we go forward.



Tim Melville-Ross  
CHAIRMAN



Ruth Spellman  
CHIEF EXECUTIVE

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<b>Robseal Roofing</b> READING, BERKSHIRE	
<b>THEME</b>	<b>30,000th recognition</b>
<b>BACKGROUND</b> 	<ul style="list-style-type: none"> <li>• Roofing technology and installation</li> <li>• Founded in 1981</li> <li>• 65 employees</li> <li>• Turnover approx 4 million</li> <li>• Achieved the Standard October 2002.</li> </ul>
<b>ACHIEVEMENTS</b> Following recognition	<ul style="list-style-type: none"> <li>• Enhanced credibility with potential customers</li> <li>• Improved competitive edge</li> <li>• Increased productivity and profitability</li> <li>• Minimising staff turnover and maximising current resources.</li> </ul>

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# The year's achievements – an overview

## Building awareness and credibility

- The April 2002 Budget earmarked £30 million to help small firms achieve the Standard. To enable us to do this we launched our Small Firms Initiative with our partners.
- We sent Version 2 of the Practitioner CD ROM to all registered Practitioners and international partners. It is designed to help develop business in the small firms market.
- We recruited more champions for the Standard through our Ambassadors programme, which is attracting increasing interest from businesses and the media. We now have 90 Ambassadors including six celebrity Ambassadors.
- Our exhibition stands at the HRD 2002 and CIPD 2002 conferences were great successes: in total we spoke to over 900 delegates and received over 500 follow-up enquiries.
- We sponsored the Shell LiveWire Awards for young entrepreneurs, jointly with the Institute of Directors. All finalists received information on how to become Investors in People. We also sponsored awards at the National Business Awards and the CBI's Growing Business Awards. We worked in partnership with UK Skills on the National Training Awards, three of which were branded Investors in People.
- We ran several marketing campaigns throughout the year, including "I love my work" targeting SMEs, "Business Moving", targeting medium sized organisations, the Leadership and Management Model promotional campaign and the Small Firms Initiative work, enabling small organisations to access advice and assessment at a subsidised rate. A variety of media were used for the campaigns with the use of web sites and web advertising proving a strong means of reaching the target audiences.
- In the Autumn the delivery network held local seminars, dinners and events under the banner of Investors in People Week, supported by a dedicated web site and press coverage.
- Investors in People continues to feature regularly in the media. Over 7,800 articles featured the Investors in People Standard or one of the Investors in People Models over the past 12 months. In particular the Standard was covered by broadcast and the national media on 127 separate occasions, averaging more than 2 mentions per week. Coverage ranges from articles celebrating recent recognitions, to in-depth features about the Standard as a business tool and the benefits it can bring to organisations.
- Market research showed good growth in awareness and understanding of Investors in People. Awareness was up to 97% by March 2003 and rose significantly among small businesses during the SFI campaign (from 82% October 2002 to 92% in March 2003).

## Improving quality and effectiveness

- Completion of the second phase of the Quinquennial Review prompted organisational changes including devolution of the role of the National Centre to the Regional Quality Centres, and outsourcing of the publishing and international programmes.
- Over 160 people attended our Practitioner Conference in January 2003.
- Our board brings together a wide range of skills and reinforces our relationships with partners. During the year we welcomed an observer from the Department of Trade and Industry, joining others from the Department for Education and Skills and the Learning and Skills Council.

## Adding value for customers

- We launched yourpeoplemanager.com, a web-based resource for small businesses.
- The launch of our Leadership and Management Model won an enthusiastic response: we took 7,000 orders in the first two months.
- We launched the Investors in People Profile, an alternative assessment to a normal post-recognition review, and trained Advisers and Assessors to use it.
- We piloted the Work Life Balance Model with 37 companies.

## Increasing accessibility

- We enhanced the richness and topicality of our website by installing a dynamic content management system. This allows everyone in the company to create and publish pages on the website.
- Page impressions on our website broke through 250,000 a month for the first time in November 2002 and passed 340,000 in February 2003.
- We relaunched Investors in People to the construction sector in a new partnership with the Construction Industry Training Board and Rethinking Construction.

## Extending our international reach

- Our EU-funded pilot programme in South Africa attracted remarkable interest from large companies and the local organisation is working towards a full Quality Centre licence.
- During the year we worked with organisations in over 30 countries around the world to bring them the benefits of the Investors in People Standard. We signed new licence agreements with organisations in Ireland, Flanders, Poland and Turkey.

“We are so delighted with the Leadership and Management Model, it has given us a focus in terms of how to move things forward in the future.”

LINDA GRANT, SKIPTON BUILDING SOCIETY.

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<b>Skipton Building Society</b> SKIPTON, YORKSHIRE	
<b>THEME</b>	<b>Leadership and Management Model – Pilot organisation</b>
<b>BACKGROUND</b> 	<ul style="list-style-type: none"> <li>• Founded 1853</li> <li>• 1064 employees</li> <li>• First recognised in 1993, worked with the Leadership and Management Model in 2002</li> <li>• Management development programmes are available to all employees.</li> </ul>
<b>ACHIEVEMENTS</b> Following recognition 	<ul style="list-style-type: none"> <li>• Confirmed employees perceive their development programmes as egalitarian with a positive effect on morale and performance</li> <li>• Improvement to working culture</li> <li>• Both successful managers and potential managers are consistently taken forward</li> <li>• Improved retention rates, Head Office now has minimal employee turnover</li> <li>• Benchmark management training and development against</li> </ul>

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# Vision & strategy

## The vision

The Quinquennial Review has given us the opportunity to take stock, redefine our purpose and refine our strategy. Our vision remains essentially unchanged. We want to increase the productivity of the UK economy by improving the way organisations manage and develop their people. We believe passionately that this leads directly to better businesses and better public services.

But the more we succeed in convincing organisations to become Investors in People, the greater the challenges we face: in creating additional value for those who are with us, and in reaching those that remain uninvolved. Our new strategy, developed over the past year, is designed to address those challenges.

## The strategy

First of all, our activities need to be based on a sharper understanding of the marketplace. So we're putting far more emphasis on research – to ensure that we develop relevant products, and to help our partners find the best ways of persuading their clients to work with us.

We're also placing greater emphasis on working in partnership with others, to develop additional channels to the marketplace. To engage with more employers – particularly smaller companies – we need to know where they go for business advice. So we're now talking to organisations such as the banks and accounting firms who already have relationships with them.

We recognise that local, regional and sector partners are the experts in reaching their own particular constituencies. So we're encouraging them to take the lead in marketing or research activities, with funding from us as appropriate, while we work nationally in raising the profile of Investors in People.

Our core task is to make our vision a reality. One of the Quinquennial Review's findings was that pursuing commercial revenue was distracting management from that core task. Increased government funding has relieved some of the financial pressure, and we've been able to outsource some non-core activities. For example, our publishing activities are now run by a commercial organisation which pays us a licensing fee.

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With our partners' help, we're running Investors in People for the whole of the UK – funded by the Government and fully endorsed by the devolved administrations of Wales, Scotland and Northern Ireland.

At the same time, we're outsourcing our activities outside the UK. The international programme now extends to 16 countries, and a similar number are very interested in joining. We can't support activity on that scale without diverting resources from our core task. So we're devolving it to a third party organisation. This will enable us to grow it more rapidly while generating useful licensing revenues to support our work at home.

Investors in People UK remains responsible for quality and we retain our intellectual property – the financial benefits of our international activity will increase as the programme grows. The Government has reaffirmed its support for developing the international programme in this way: we have the backing of the Prime Minister, the Treasury and the Overseas Development Administration. This is a field in which Britain has taken a clear lead and we intend Investors in People to become a recognised standard worldwide. That will benefit our brand, Britain's standing as a trading partner, and our international customers – who'd like to see consistent standards wherever they operate.

“The people are our business, our public face. Parents need to have ultimate faith in our staff.”

GAENOR NOKES AND SUSAN BRAIDLEY,  
PROPRIETORS.

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THEME	Small Organisation
<b>BACKGROUND</b> 	<ul style="list-style-type: none"> <li>• Provider of private nursery and after school care</li> <li>• Opened in April 2001</li> <li>• 18 employees</li> <li>• Need to create happy and motivated team, presenting a positive and welcoming face for families.</li> </ul>
<b>ACHIEVEMENTS</b> Following recognition	<ul style="list-style-type: none"> <li>• Re-organised teams with clear organisational structure</li> <li>• Improved systems including effective evaluation</li> <li>• Improved communication with a culture of openness</li> <li>• Continuing employee development and support, and share knowledge to become better managers</li> <li>• Increased turnover.</li> </ul>

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# Delivery

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**The scale and complexity of our activities continue to grow. To maintain our effectiveness and quality assurance, our delivery network has changed considerably over the past couple of years. Advice and support are now provided mainly by the Business Links and independent consultants; whereas assessment is delivered through independent Regional Quality Centres (RQCs). As we develop new products and services, our primary delivery tasks are now to involve more organisations in Investors in People, to retain the support and commitment of existing customers and to ensure that our advisory and assessment partners maintain consistently high standards.**

## Delivering to more organisations

Our new Models are helping to position Investors in People more explicitly as an invaluable business improvement tool at the heart of both individual and organisational development.

Our Advisers are still mainly based in the Business Links, but we want to cast the intermediary net more widely. Proposals currently under discussion include partnerships with the University for Industry's (Ufi's) Premier Business Centres and commercial organisations such as banks and accountants. We are also working with a growing number of sector-based bodies such as the Construction Industry Training Board.

Although we are making particular efforts to reach small businesses at present, we are not neglecting larger customers - 21% of the workforce is employed by organisations with over 250 employees. We will continue to help these organisations to embed Investors in People more deeply into their cultures; and we will encourage them to lead the way by supporting and encouraging their smaller customers and suppliers.

We recognise that costs are an issue for employers large and small. We are working with the RQCs to reduce costs for all our customers, especially smaller ones - by making our own processes more cost efficient and, for example, by enabling recognised organisations to conduct their own internal reviews.

## Achieving first class standards

Assessment against the Standard is now provided by 12 RQCs - nine in England and one in each of the three Devolved Administrations. To maintain consistent standards we license these centres and review them annually. Last year was their

second year of operation and we are delighted that they have developed a strong network for pooling knowledge and skills, encouraging innovation and ensuring consistency without conformity. They are also providing valuable feedback to guide our product development and marketing.

To maintain first class standards we continuously review and improve our own systems and processes. Equally robust systems are in place in the RQCs, which are responsible not only for assessment but also for Practitioner development. New Models and tools - and the increased emphasis on smaller business - mean that the roles of our Advisers and Assessors are constantly evolving. With this in mind we are working with our partners, including the LSC, SBS and Ufi, to develop standards that are both flexible and accessible - and to equip Practitioners with the skills and expertise they need. Organisations of all sizes can continue to count on us for high quality advice and support from individuals they know and trust, as we all work together to achieve first class standards.

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“When you weigh up the benefits,  
I would say Investors in People was  
one of the best bargains around!”

STEVEN FILBY, GENERAL MANAGER, HR DEVELOPMENT EUROPE

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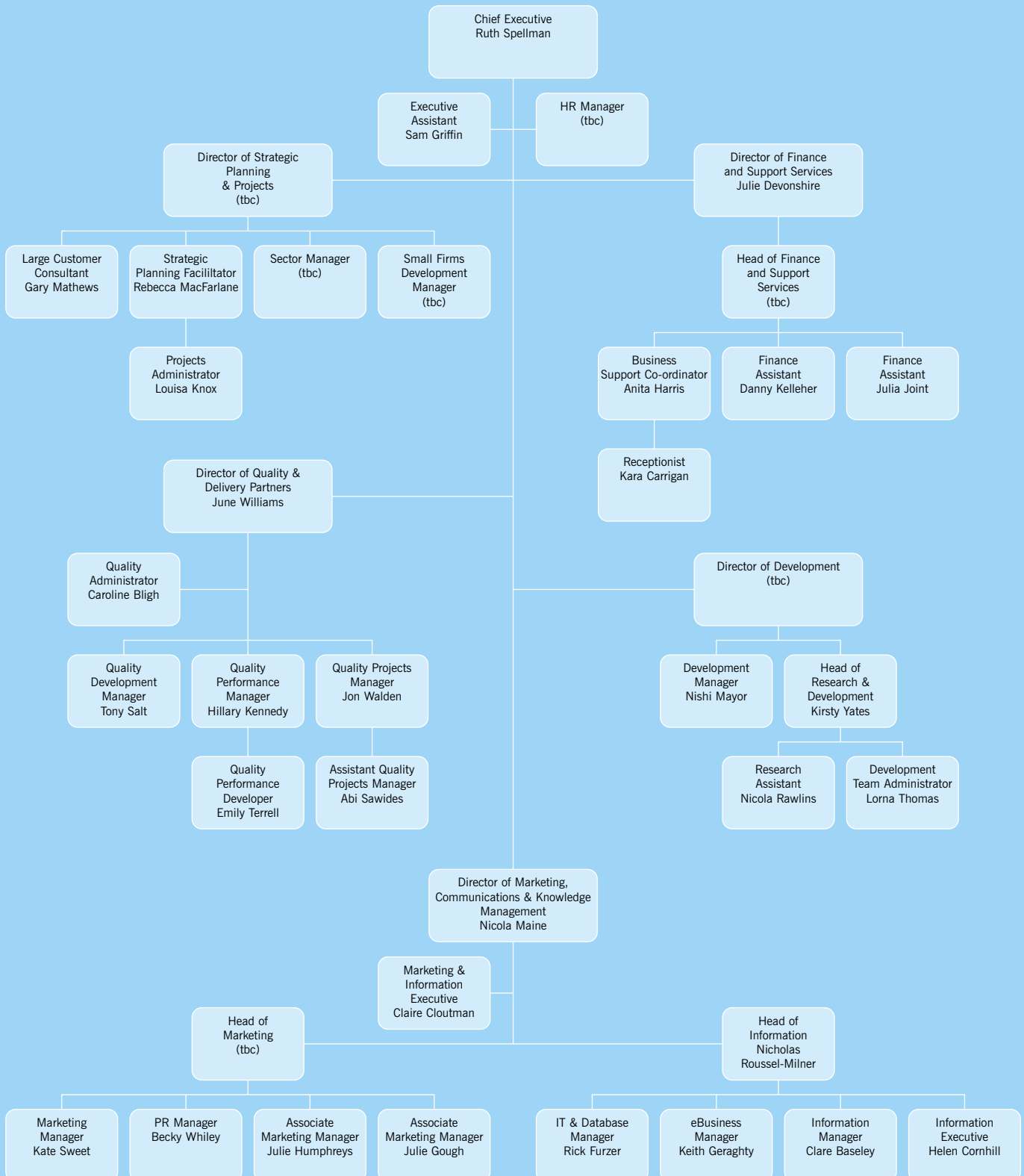
<b>Rosenbluth International</b> LONDON	
<b>THEME</b>	<b>Large Organisation</b>
<b>BACKGROUND</b> 	<ul style="list-style-type: none"> <li>• Corporate travel specialists, based in over 24 countries</li> <li>• Annual sales in excess of \$5 billion</li> <li>• Founded in 1892</li> <li>• 5000 employees</li> <li>• Recognised December 2001 (Europe).</li> </ul>
<b>ACHIEVEMENTS</b> Following recognition 	<ul style="list-style-type: none"> <li>• Tighter evaluation methods</li> <li>• Significantly reduced employee turnover</li> <li>• Helped establish that their training has real bottom line benefits</li> <li>• Identified savings of around \$1 million</li> <li>• Investors in People recognition across EU and Asia, working towards in USA, after which will be able to claim worldwide recognition.</li> </ul>

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# Our people

This is the organisational structure we have developed to achieve our new vision. It includes a new senior position: Director of Strategic Planning and Projects. What's not visible here is a new way of working. As well as applying their technical expertise in their own functions, people will be contributing to projects in cross-functional teams with colleagues and partners. They'll be able to work more holistically and to see the impact on the company, our customers and partners. This should enable us to spot opportunities and deliver solutions more effectively.



# Twelve years of Investors in People

## 91

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First 28 Investor in People organisations and the first 500 commitments are celebrated at a formal event held at QEII Conference Centre, London on 16 October. National Education and Training Targets are launched – one is set for Investors in People achievement.

## 92

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Investors in People is widely advertised in national press using business champions' endorsements. Full range of promotional and support materials is developed for all sizes of organisations and is taken up by UK delivery partners. The network of Practitioners is enhanced by programmes of training and continuous professional development.

## 95

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The number of Investor in People organisations grows to over 3,000. The Standard is reviewed and quality assurance measures are enhanced. Investors in People is established in Australia. Work with sectors and multi-national organisations gathers pace.

## 96

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Two major research reports demonstrate strongly how recognised organisations outperform their peers. The 5000th Investor in People is announced and there are now over 27,000 organisations working with the Standard. The first Annual Awards event marks the fifth anniversary of the Standard.

## 99

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The satellite-linked 'Building People Building Business' conference marks the increasing success of the Standard and the publication of the 'Building Capability for the 21st Century' research. The new version of the Standard with greater choices for assessment is piloted. Tim Melville-Ross takes over as Chairman.

## 00

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The new plain english version of the Standard is formally launched by Baroness Blackstone on 13 April. The Recruitment and Selection Model is piloted. The 20,000th Investor in People organisation is celebrated. Partnerships are enhanced to optimise the infrastructure changes brought about by the the Learning & Skills Bill.



# 93

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Investors in People UK is formed as a business-led non-departmental public body. The company, chaired by Sir Brian Wolfson, commences operations in Sheffield on 1 October. There are now 427 Investor in People organisations with over 4,400 committed to achieve the Standard.

# 94

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Investors in People UK is formally launched in London on 25 January and moves offices to London later that year. The 'Competitiveness through People' conference for 'Times Top 1000' Chief Executives is held in May followed by the first 'Investors in People Week' of national and local events in October.

# 97

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The Investors in People UK website is launched in May. The year sees great strides forward in work with small business, large companies, sectors, trades unions and international partners. There are now over 3,000 people involved in the delivery of the Standard. 'Building a Better Business', product launched to encourage small businesses to get involved with the Standard.

# 98

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The 12–15 month review option for recognised organisations is introduced. Five international pilot programmes get under way. The 10,000th Investor in People organisation is celebrated. Ruth Spellman takes up post as Chief Executive of Investors in People UK.

# 01

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New Regional Quality Centres, established in 2000, take responsibility for assessments, recognition and Practitioner selection as part of new quality assurance strategy. The Recruitment and Selection Model is launched. As we mark our 10th anniversary there are over 24,000 Investor in People organisations in the UK and we have partnerships and projects in 14 countries.

# 02

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In March the number of recognised Investor in People organisations passes 25,000. The first phase of our Quinquennial Review reveals strong support for both the Standard and the company. We establish a Small Firms Task Force, launch Raising the Standard magazine for recognised organisations, and extend the international programme to 20 countries.

## Summary Directors' report of business activities and developments

The Directors present a summary of the information in the financial statements for the year ended 31 March 2003. The Company was incorporated on 1 October 1993 as a Non-Departmental Public Body sponsored by the former Department for Education & Employment (DfEE), now the Department for Education and Skills (DfES). The Company is principally engaged in the development and promotion of the Investors in People Standard.

The Company receives Grant-in-Aid from DfES for the pursuit of the objects in the memorandum of association of the Company. During the year the total Grant-in-Aid received was £1.62m (2001/2002 £1.68m). Grant-in-Aid transferred to deferred income amounted to £1000 (2001/2002 transfer to deferred income £600). Grant-in-Aid relating to revenue expenditure, credited to the income and expenditure account amounted to

£1.62m (2001/2002 £1.68m). Additional funding made available by DfES for advertising and promotion was £1.90m (2001/2002 £1.62m).

Following the Quinquennial Review of Investors in People, publications and merchandising activities were discontinued. On 1 May 2003 a contract was signed transferring publications and merchandise to The Stationery Office. Income from continuing operations increased during the year by 1.83% to £1.92m. The income was derived from four areas of activity: conferences; licence fee from licensed assessment and recognition units and training providers; fees from advisory and assessment services; and sales of publications and merchandise. Income from Europe and Rest of the World decreased by 18.29%, however income from the UK increased by 6.37% to £1.64m. During the year the average number of staff has decreased slightly from 38 to 37.

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**Board of Directors**

- 01 **Ed Sweeny**  
GENERAL SECRETARY  
UNIFI  
  
& member of TUC Executive  
Committee and Financial Services  
National Training Organisation
- 02 **Martin Henry OBE**  
CHAIRMAN  
Lastolite Limited
- 03 **Ruth Spellman**  
CHIEF EXECUTIVE  
Investors in People UK
- 04 **Samantha Gemmell**  
(resigned 30 June 2003)  
MANAGING DIRECTOR &  
CO-FOUNDER  
Creative Media Matrix Ltd

- 05 **Sue Thomas**  
DIRECTOR  
Redwood
- 06 **Garry Hawkes CBE**  
CHAIRMAN  
ARAMARK Ltd
- 07 **The Rt. Hon. Lord Sawyer**  
NON-EXECUTIVE DIRECTOR  
Reed Executive and Britannia  
Building Society  
& CHAIRMAN  
Notting Hill Housing Group
- 08 **Tim Melville-Ross**  
CHAIRMAN  
Investors in People UK

- 09 **Sheila Drury OBE**  
COUNCIL MEMBER  
ELWa
- 10 **Norman McLean MBE**  
DIRECTOR  
Elephant Links Community Advocacy  
Programme
- 11 **Dame Geraldine Keegan DBE, FRSA, OBE**  
HEAD MISTRESS  
St. Mary's College
- 12 **Hans Hermann Rissmann**  
CHIEF EXECUTIVE  
Edinburgh International Conference  
Centre Limited
- 13 **Hugh Try CBE**  
DEPUTY CHAIRMAN  
Galliford Try Plc

# Summary financial statements

# 2002 - 2003

## SUMMARY OF INCOME AND EXPENDITURE ACCOUNT

for the year ended 31 March 2003

	Year ended 31 March 2003		Year ended 31 March 2002	
	£'000	£'000	£'000	£'000
<b>GROSS INCOME</b>				
Continuing operations				
Grant-in-Aid		1,624		1,680
Additional funding		3,097		1,617
Income from operations		1,919		1,884
		<b>6,640</b>		<b>5,181</b>
Discontinued operations		854		895
		<b>7,494</b>		<b>6,076</b>
<b>GROSS EXPENDITURE</b>				
Continuing operations				
Cost of sales:				
Conferences	36		21	
Quality Assurance	652		546	
Assessment and advisory services	825		817	
Marketing	2,846		1,627	
Development	259		167	
Staff Costs	1,257		1,304	
Administration	938		964	
Depreciation	69		56	
	<b>6,882</b>		<b>5,502</b>	
Discontinued operations	678		640	
		<b>7,560</b>		<b>6,142</b>
Operating deficit before taxation		(66)		(66)
Interest receivable		11		12
Deficit before tax		(55)		(54)
Taxation		(2)		(3)
Deficit for the year		(57)		(57)
Reversal of notional cost of capital		57		57
Retained surplus		-		-

There are no recognised gains or losses other than the result for the year. Discontinued operations relate to the publishing and merchandising element of income and cost of sales.

The summary financial statements were approved by the Board of Directors on 28 July 2003.

Ruth Spellman *Chief Executive*

Tim Melville-Ross *Chairman*

The information given does not constitute statutory accounts under S240 of the Companies Act 1985. The Company's statutory accounts have been delivered to Companies House and received an unqualified report from the Company's auditors Grant Thornton.

Copies of the full audited accounts for the year ended 31 March 2003 can be obtained from the Company Secretary at the Company's registered office at 7-10 Chandos Street, London, W1G 9DQ.

## SUMMARY BALANCE SHEET

At 31 March 2003

	Year ended 31 March 2003 £'000	Year ended 31 March 2002 £'000
Fixed assets	124	88
Current assets	3,131	1,328
Creditors: amounts falling due within one year	(2,308)	(470)
Net current assets	823	858
Total assets less current liabilities	947	946
Deferred income	947	946
Reserves	–	–
	947	946

## SUMMARY CASH FLOW STATEMENT

for the year ended 31 March 2003

	31 March 2003 £'000	31 March 2002 £'000
<b>NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES</b>	151	(18)
<b>RETURNS ON INVESTMENTS</b>		
Interest received	11	12
<b>NET CASH INFLOW FROM RETURNS ON INVESTMENTS</b>	11	12
<b>TAXATION</b>	(2)	(3)
<b>CAPITAL EXPENDITURE</b>		
Purchase of tangible fixed assets	(105)	(16)
<b>NET CASH OUTFLOW FROM CAPITAL EXPENDITURE</b>	(105)	(16)
<b>INCREASE/(DECREASE) IN CASH</b>	55	(25)

# Our partners

We are now working with many partner organisations. Our most important partnership is with Government, in particular the Department for Education and Skills. Our delivery partners include the Learning and Skills Councils, Business Links, banks, the University for Industry, the Sector Skills Councils and the Sector Skills Development Agency, and the Regional Quality Centres.

## ENGLAND

### Small Business Service

Kingsgate House  
66-74 Victoria Street  
London SW1E 6SW

Tel: 0845 600 9006  
www.sbs.gov.uk

### Learning and Skills Council

National Office  
Cheylesmore House  
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## SCOTLAND

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Tel: 0141 228 2000  
www.scottish-enterprise.com

### Highlands and Islands Enterprise

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Inverness IV2 7GF

Tel: 01463 234171  
www.hie.co.uk

## WALES

### Education and Learning Wales

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Fax: 029 2076 3163  
www.elwa.ac.uk

## NORTHERN IRELAND

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## QUALITY CENTRES

### Assessment North East Ltd

Business & Innovation Centre  
Sunderland Enterprise Park  
Sunderland SR5 2TA

Tel: 0191 516 6464  
Fax: 0191 516 6470  
www.aneltd.co.uk

### Capital Quality Ltd

Solar House  
1-9 Romford Road  
Stratford  
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Tel: 020 8536 5950  
Fax: 020 8536 5951  
www.capitalquality.co.uk

### Centre for Assessment & Recognition (NW) Ltd

Wigan Investment Centre  
Waterside Drive  
Wigan  
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www.carnw.co.uk

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www.iipscotland.net

### Northern Ireland Investors in People Quality Centre

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### Quality South East

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### Quality South West

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Tel: 01452 413 641  
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### The Assessment Network

Wyboston Lakes Business  
& Leisure Village  
Great North Road  
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### The East Midlands Quality Centre Ltd

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### West Midlands Quality Centre

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### Yorkshire & Humberside Assessment Ltd

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ISBN 9999037062