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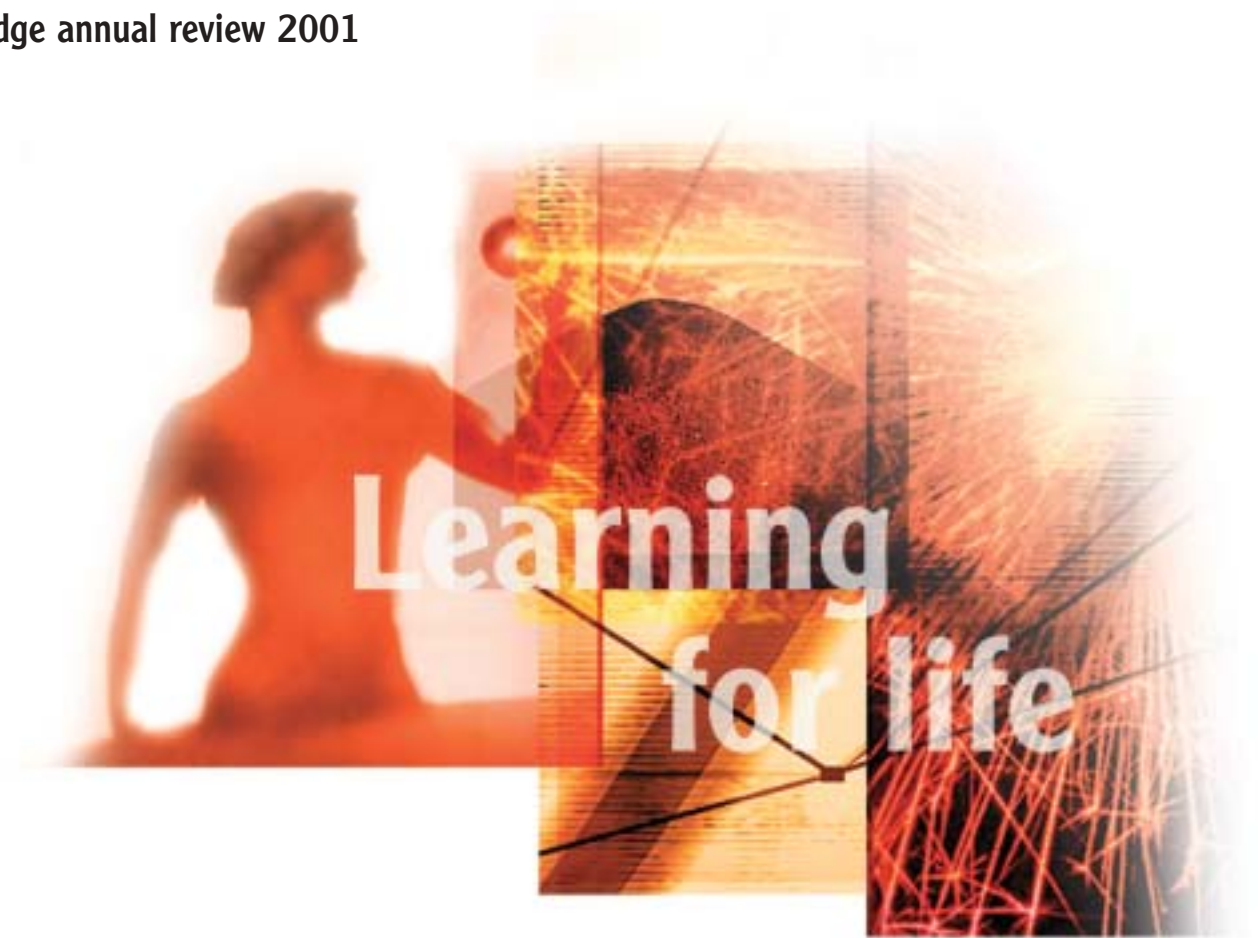
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ASHRIDGE
Do you want to go further?





Introduction

Welcome to Ashridge's review of 2001, which provides highlights of our work during 2001 and outlines our plans for 2002 and beyond.

Ashridge continues to help its clients navigate the passage of lifelong growth. Through its three mainstream activities: executive education, consulting and research.

Further information is available at our website www.ashridge.com.

To find out more about how we can help you and your organisation, why not contact us to arrange a visit. You will be more than welcome.

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Chairman's foreword



2001 was not an easy year, for reasons known to us all. But under Leslie Hannah's effective leadership, Ashridge kept its head above water, swam with (and sometimes successfully against) the tide and rose to the challenge. At a time when investing for the future is crucial, Ashridge expanded its sales network at both local and global level, launched a number of new programmes – including six in the marketing area – set up several new research initiatives and recruited new faculty.

Perhaps the surest sign of confidence in the future is to build for it, to cement bricks with mortar. This year the Governors and I were delighted to sign off with confidence the second phase of an exciting and eagerly-awaited investment project: the conversion of Ashridge's fifteenth century Monks Barn into an extended state-of-the-art Learning Resource Centre, due for completion in 2002.

Last year, I reported the continuation of work on a new teaching and residential building, due for completion in 2001. One of my most pleasurable tasks in this, my eleventh and final year as chairman of the Board of Governors, was to open New Building on 10 July, and, on the same evening, to host a dinner for representatives of the companies that founded Ashridge several decades ago. There can be no stronger testimony to the power of management development, Ashridge-style, than that all but one of these companies still use Ashridge and are among the leading companies of today.

I am delighted to announce that Prue Leith OBE will succeed me this year as chairman of Ashridge's Board of Governors. I have every confidence that she will lead us with the energy and enthusiasm that is needed to develop Ashridge's broad business base, from executive education to research and consulting. I wish her every success.

Ashridge's financial performance reflects the achievements of 2001. With a turnover of £25.8 million, once again the highest ever, Ashridge generated a surplus of £0.9 million, representing 3.7% of revenue. In a year that has not been without its challenges, I would like to thank everyone at Ashridge, on behalf of the Governors, for their commitment and contribution to this excellent result.

Michael Angus

Sir Michael Angus
Chairman

Chief executive's report



One of Ashridge's greatest assets is its people. During the past twelve months everyone at Ashridge, from faculty and consultants to our administrative and residential services teams, has worked with enormous energy and vigour to strengthen relationships with our clients, foster new partnerships and ensure a higher than ever standard of products and services. It is on this very positive note that I reflect on 2001 – my first full year as chief executive of Ashridge.

Of the raft of new programmes that Ashridge launched last year, one that particularly stands out is The Sir Christopher Harding Leadership Programme. Set up by the four companies with which Sir Christopher was closely involved – BNFL, BT, Consignia and United Utilities – this initiative provides a unique development opportunity for future leaders in the public, private and voluntary sectors. It is a project with which we are proud to be associated.

The 2nd Ashridge International Leadership Conference was an outstanding success. A key extension of last year's programme was the presentation of the OPERA awards (Ordinary People Extraordinary Results Achieved), which acknowledged the personal efforts of leaders working at local level and provided an opportunity for conference participants to interact with the award-winners and learn from their experiences.

Another important milestone for Ashridge in 2001 was reaccreditation of our MBA in December and our decision to apply for full degree awarding powers in 2002.

The year 2001 will be remembered by many as one of change and unpredictability. Like many organisations, Ashridge saw a fall in business in the sectors hit hardest by the global economic downturn – telecoms, hotels, financial services and airlines – but to date there has been little sign of recession in our broader international customer base. Indeed we have actively expanded our global sales network in a number of areas, from France and the Nordic regions to India and the Middle East.

As one of the world's leading business schools we will continue to invest in our people, infrastructure and new product development throughout 2002 to ensure that Ashridge – and its clients – are more than well equipped to face the challenges that lie ahead. As the shape of the classroom changes and e-learning develops, we move into a world of blended learning. My colleagues and I look forward to sharing that experience with you.

A handwritten signature in black ink, which appears to read 'L. Hannah'. The signature is written in a cursive style and is underlined with a single horizontal line.

Leslie Hannah
Chief Executive



In 2001, a year framed by global economic uncertainty and remembered for the catastrophic events of September 11th, Ashridge found itself thinking harder than ever before about its role as a world-class business school.

After the comparative rush of the nineties, 2001 was for many organisations a year of reflection, of “taking stock”, unexpectedly culminating in a good deal of uncertainty. In a fiercely competitive climate where investment decisions were scrutinised with increasing rigour, expectations remained high and quality continued to be paramount. For Ashridge this meant standing back and looking at how it could strengthen its already customer-focused approach by getting even closer to clients, listening to them and helping them respond to challenges in a flexible way through the continued development of existing and new products tailored to their needs.



One of the most important values embodied by Ashridge is the concept of lifelong growth – both in terms of people and organisations. At the front end, in the sales organisation, processes were put in place in 2001 to facilitate the development of long-term career relationships with clients. Two new UK regional sales managers were appointed, one in the North-West of England and one in the South-East. Focus groups were held for Ashridge Alumni, and a raft of new programmes launched across all parts of

Ashridge, including an exciting new initiative, the *Sir Christopher Harding Leadership Programme*.

Ashridge responded to the need for excellent marketing skills generated by shrinking markets and limited spending power with the launch in 2001 of a suite of six new programmes. One of these, *Brand Champions*, was developed after requests from clients who had participated in the highly successful *Brand Management Development Programme*, which brings talented, high flying brand managers to their full potential. Full of the same kind of energy as its sister programme, and with the same practical approach, *Brand Champions* takes the learning a whole stage forward, helping participants tackle issues they face at a later point in their careers.

On the tailored side, on 4 June 2001 the FT ranked Ashridge No. 1 in the UK and 10th in the world for customised development programmes, reflecting Ashridge’s unique approach to this type of work. There was a notable growth in public sector business, which accounted for around 20% of all tailored business income. New clients in this area included District Audit and the Foreign and Commonwealth Office, with whom Ashridge is working to deliver a series of programmes in the area of strategic leadership. Tailored work remains one of the most international parts of Ashridge’s business, with 70% of participants coming from outside the UK.

In May, Ashridge celebrated its largest MBA graduation ceremony to date when Sir Neville Simms, chairman of Carillion and a member of Ashridge’s Governing Body, addressed 93 MBA graduands. Many of these MBA alumni are now launching new careers or gaining promotion within their organisations and as such are true ambassadors for Ashridge in the wider business community. The MBA programme

was revalidated by City University at the end of 2001, the last revalidation before Ashridge



applies for its own degree awarding powers, and the year ended with preparations for the start of the next one-year intake – at 39 the largest group ever – in January 2002.

The shape of the classroom is changing, and in 2001 integrated e-learning, or blended learning, was high on everyone's agenda. Ashridge's Virtual Learning Resource Centre (VLRC) continued

to go from strength to strength, receiving plaudits for its flexibility and the effectiveness of facilities such as the online learning guides. Subscriptions were taken out both by clients using the VLRC as a supplement to Ashridge's programmes, and by organisations taking it as a stand-alone service. Tailored clients increasingly built the VLRC into their programmes.

In the aftermath of September 11th, many asked and still ask how in personal and organisational terms they can pick up the pieces and create something successful and meaningful. Ashridge is used to helping organisations live with the change and unpredictability thrust upon them

by outside forces and to learn how best to cope in uneasy and volatile times. Ashridge Consulting uses

Appreciative Inquiry and *Action Inquiry* in many situations where the client faces urgent challenges. This included a success with a high tech company where a recently



implemented decision to change 80% of the workforce from fixed desks to a shared environment had adversely affected participation, networking and communication. Productivity, service and morale were dropping fast. By introducing an Appreciative Inquiry approach (rather than focusing on the problems that the new arrangements created), employees created new processes that took them to a new level of connectivity without undoing the new desk arrangements. The inquiry generated higher morale and commitment and an energy (amongst the inquirers and their colleagues) to find new ways of working as an innovative and effective community.

Intellectual capital and research lie at the heart of all new product development, and 2001 was a year in which Ashridge generated a wealth of publications and research projects. Many of these initiatives have sprung from the informal collaboration and innovative culture that makes Ashridge unique. Among the many books published were two volumes whose contributions came almost entirely from Ashridge faculty or associates: *Globalization, the external pressures*, edited by Paul Kirkbride and *Globalization, the internal dynamic*, edited by Paul Kirkbride and Karen Ward. Another book, *Customers that count – how to build living relationships with your most valued customers*, by Tony

Cram, builds on current thinking in Customer Relationship Management (CRM) and features eighteen current case examples from Europe, North

America and Asia. Phil Hodgson and Randall White's new book, *Relax – it's only uncertainty* suggests that, as organisations around the world struggle to become more agile, flexible

and risk-tolerant, they face increasing levels of ambiguity and uncertainty. Drawing on their extensive research, Hodgson and White argue that if people in organisations could learn to be more relaxed when facing uncertainty, then they would feel less stressed and would perform better as a result.

Three issues of *Directions*, the Ashridge journal, were published in 2001, together with a special issue: *Innovations in organisation and executive development*, designed to showcase how Ashridge works with its clients. Articles included converting management theory into practice in the UK's National Health Service, and Ashridge's work with Reuters on assessment and development centres that enabled managers to take a holistic view of the business – and themselves.

Widening its research capabilities, Ashridge supported two members of staff who started doctoral programmes in 2001, and appointed two new directors to Ashridge Strategic Management Centre (ASMC). ASMC completed research on organisation design and e-parenting in 2001, the organisation design work generating a book *Designing effective organisations: how to create structured networks* by Michael Goold and Andrew Campbell, to be published in May 2002. The Centre also launched four major research projects last year, including *How Companies Successfully get into New Businesses*. This involved shadowing a group of executives who are actively trying to develop their portfolio of businesses, and writing case studies of past successes. Since

much of the theory suggests that developing into new businesses is unlikely to create value and the success rate of most companies is poor, ASMC wants to be able to advise companies when they should try and when they should “stick to their knitting”. In addition, for those who do decide to try, the intention is to provide guidance on how to improve the odds.

Ashridge Centre for Business and Society (ACBAS) enjoyed another successful year, generating 87% of its income from external sources. One piece of high profile research carried out by the Centre shed new light on the role of central government in developing

partnerships with business to address issues of social exclusion, such as homelessness, unemployment, poor health and low income. The report, *Government as Partners*, was commissioned by The Copenhagen Centre and covered seven European countries. ACBAS also extended its range of projects in 2001, working with a number of new clients including CDC Capital Partners, Camelot and NCVO. The Centre also undertook assignments with a number of leading multinational organisations. During the year ACBAS launched a

Corporate Social Responsibility (CSR) website, www.acbas.org, which has proved an invaluable resource to clients and staff needing quick answers to demanding questions in the field of CSR.





Despite the deteriorating economic outlook, Ashridge continued to strengthen its foundations in uneasy times by investing for the future in terms of people and key infrastructure.



One of the highlights of 2001 was the opening of Ashridge's £2.4 million New Building, a state-of-the-art complex designed with the client in mind.

The chairman of the Governing Body, Sir Michael Angus, welcomed the chairman of Boots, the chief executive of ICI and many others representing the founding companies of Ashridge to a special Founders' Dinner in July marking the occasion.

In September 2001, work began on the second phase of the buildings development project – the conversion of the fifteenth century Monks Barn into an extended Learning Resource Centre at a cost of £1.5 million. Demonstrating Ashridge's confidence in the future, and described by Leslie Hannah as one of Ashridge's most significant capital developments for the new millennium, this is an exciting development of living and working space for major activities with high IT content within Ashridge. The interior, with its mixture of ancient oak beams and glass and stainless steel balustrades, will accommodate areas for networked PCs, a cyber café, and the virtual and multimedia teams that lie at the heart of the VLRC. Completion is planned for late 2002.

In line with its steady growth and expansion, the Ashridge Strategic Management Centre moved into new premises in London's West End.

As part of its drive for diversity of ideas, skills and talents Ashridge continued to grow and develop its faculty in 2001, with Fiona Dent being appointed to the new post of director of faculty development. A series of *Faculty Development Workshops* was launched – short events focusing on current faculty needs and predominantly run by

faculty themselves. Four one-year placement students joined Ashridge from the University of Hertfordshire. On the IT side, 10 individuals from across the business school were awarded the European Computer Driving Licence, having completed a study programme designed to cover all the fundamentals of computing.

Further afield, Ashridge continued to develop its business within Europe and expanded its global sales network into the Asian sub-continent with the opening of a new office in New Delhi, India. An agent was also appointed to develop business in the Middle East. Tailored work entered the emerging markets with the development of programmes for Electrolux in India and VW in China. Another highlight of the year was the MBA 2001 International Study Tour held in South Africa in collaboration with the University of Stellenbosch.

The house and gardens as well as the surrounding Ashridge estate presented a number of challenges in 2001. The UK foot and mouth crisis exposed Ashridge to a potential disaster, with the deer herd at risk of contracting the disease. Staff, visitors and local residents took very seriously their responsibility to protect the herd and fortunately events did not take a turn for the worse. On a lighter note, in August Ashridge ran a seventh Ashridge/National Trust Garden History Summer School, and throughout the year it continued to support the National Trust in its long-term plan to restore the vistas across the estate by clearing small areas of woodland.

Inside the house, Ashridge accepted, on a long term loan, a collection of 43 portraits and 17 miniatures belonging to the Tower family, which has an historic connection with Ashridge. The collection will be a significant addition to the other works of art currently on display at Ashridge.



Leading into the future

Leadership is one of Ashridge's unquestionable strengths. At the heart of much research, it manifests itself in consultancy, open programmes, tailored work and of course in the Ashridge International Leadership Conference itself, now in its third successful year.

Ask anyone in Ashridge to recall the highlights of 2001, and **The Sir Christopher Harding Leadership Programme** will undoubtedly come high on the list, not least because it has brought together expertise from across the whole school. The programme provides a unique development opportunity for future leaders in the public, private and voluntary sectors. Set up by the four companies with which Sir Christopher was closely involved (BNFL, BT, Consignia and United Utilities) the programme emphasises the need for entrepreneurship, networking and social responsibilities in tomorrow's leaders. The first programme took place in July, and during the year participants completed strategic assignments with the senior management of organisations including the Prince's Trust, Big Issue in the North and Liverpool Dyslexia Association.

The second Ashridge International Leadership Conference was held in August. 63 participants attended the two-day event, which focused on shaping leaders for the future. One of the highlights of the conference was the presentation of the **OPERA** awards (Ordinary People Extraordinary Results Achieved) which acknowledged the personal efforts of leaders working at local level. Winners included Alice Maynard, head of disability strategy at Railtrack, who had lobbied on disability issues, and Inspector Charlie Doyle and Detective Inspector Dean Hollands from Surrey Police, who were actively involved in a community policing initiative in Reading, UK. On the programmes side, the **Ashridge Leadership Process** continued to be our most frequently staged programme in 2001 and is now being tailored for clients such as Mott MacDonald and Schott Glas.

Ashridge Consulting worked with Infineum International, a joint venture company of the chemical divisions of Shell and Exxon, on a Leadership Development Initiative. In April 2001, 50 Infineum managers came together from around the world for a Business Leadership Conference at Ashridge (the first large client meeting to be held in New Building a few days after its completion). Work is now focused on continuing to support Infineum's leadership team and Business Initiative Groups as they work with real and emerging business dilemmas.

Another highlight of 2001 was a reunion hosted by Ashridge Consulting for over 30 participants from previous **Action Learning for Chief Executives** programmes. The event enabled participants to reconnect with old friends and included an overview of the emerging trends in leadership, as well as an update on the progress of the Ashridge Consulting research project **Leadership in Transition**.

Ashridge people going further

The following faculty members joined Ashridge during 2001

Martin Bellamy BSc(Eng) Hons, MSc (Sloan). MAPM, CPM.

"As the internet and related innovations are increasingly used to drive industry change and to enhance relationships between firms and individuals, it becomes crucial for organisations to plan information systems strategies that unlock the full business potential these technologies have to offer."



Chris Nichols BSc, MBA, DMS.

"I am interested in helping people to unleash their abilities to explore strategy whilst integrating their efforts in the realities of day to day business. It's not about woolly visions. It's about the bold development and protection of long term value as well as the management of competitive and technological risk."



Stephen Bungay MA and DPhil (Oxon).

"The job of a teacher is to help people to find new perspectives about what they already know – and that is how the teacher can learn."



Deep Sagar MPhil (Cantab).

"I will add appreciable value to Ashridge in strategy and marketing. My knowledge and experience of emerging markets and consumer sectors will combine Ashridge's practical focus with understanding of its unique situation."



Ghislaine Caulat MA.

"Working with Ashridge Consulting is like watching a kaleidoscope mirroring the diversity and complexity of the world in ongoing change. This continuously sharpens our awareness and understanding of organisations for an innovative and impactful consulting approach."



Hamish Scott BA, MBA.

"My job, our job, is to build a bridge between great strategic thinking and the achievement of results. Because that's all that counts."



Arno Haslberger MA, MBA, MSIR, PhD.

"The exciting thing about Ashridge is that it is where business practice and sound academic thinking meet."



Mark Scott BA, MPhil, MBA.

"Having spent the past decade inside quoted companies, I've quickly come to enjoy the wonderful vantage point Ashridge offers on the management challenges faced by firms. Finally I'm beginning to see the wood for the trees and hope to help others do likewise."



Anthony Kasozi BSocSc, MSc.

"Today, business entrepreneurs – managers and leaders – are more vigorous, competent, and skilled than they have ever been – yet they tell us, repeatedly, that the challenges they face are difficult and complex, demanding new thinking, innovative working and truly innovative responses. As consultants we can therefore only make a difference if we can understand and share their challenges and help to create new effective insights and possibilities that address their individual and organisational predicaments."



2001 sabbaticals

Roger Pudney spent his sabbatical researching and identifying best international practice in building competitive advantage from collaborative relationships (partnerships, strategic alliances, joint ventures, integration of mergers and acquisitions). The key theme is "how do organisations make these relationships work in practice?". His research approach was to work with a sample of 30 major companies in Europe, USA, Asia-Pacific and South Africa to add to existing research data in the Ashridge International Partnership Study.

Phil Hodgson spent four months on sabbatical as a visiting scholar at Cornell's Johnson Business School, in Ithaca, New York State. He was researching leadership in very fast moving organisations and e-businesses. He conducted a series of interviews in New York State and Silicon Valley with managers and leaders in organisations ranging from 150 years old Corning to less than 10 years old Yahoo. He also worked with the Johnson School deans on their development of e-learning processes as part of the growth and broadening of business school education and development programmes. A number of articles, presentations, scenarios and book chapters have emerged as a result.

Publications and presentations

Books and reports

Global advantage, Marcus Alexander, chapter in *Financial Times Handbook of Management*, second edition, edited by Stuart Crainer, Financial Times/Prentice Hall, 2001

Customers that count, Tony Cram, Financial Times/Prentice Hall, 2001

Risk strategy, recession strategies: right moves for weathering the storms, Tony Cram, chapter in *Financial Times Mastering Risk, Volume 1: Concept*, edited by James Pickford, Financial Times/Prentice Hall, 2001

The company is king, Tony Cram, chapter in *Financial Times Handbook of Management – The State of the Art*, edited by Stuart Crainer, Financial Times/Prentice Hall, 2001

Managing for the benefit of society: the next step in corporate social responsibility, Adam Faruk, Ashridge research report, 2001

A comprehensive conceptual model for managing environmental impacts, costs and risks in supply chains, Adam Faruk with R Lamming, P Cousins and F Bowen, chapter in *Best Practice Procurement: Public and Private Perspectives*, edited by A Erridge, R. Fee and J. McIlroy, Gower, 2001

Behaviour in the age of accountability, Chris Gribben, *A Better Way to do Business - External Affairs in the 21st Century*, Shell, March 2001.

Employee involvement in corporate social initiatives, Chris Gribben and Andrew Wilson, a paper for the Bundestag Committee of Enquiry into Social Civic Participation, 2001

Government as partners, Chris Gribben, Kate Pinnington and Andrew Wilson, The Copenhagen Centre, March 2001

Barclays Bank: the business of banking 1690-1996, Leslie Hannah with M Ackrill, Cambridge University Press, 2001

Six countries and a theory, Leslie Hannah with K Wada, Tokyo Keizai Shinpo-Sha, Tokyo (in Japanese), 2001

Relax - it's only uncertainty, Phil Hodgson and Randall P White, Financial Times/Prentice Hall, 2001

Leadership role models, Phil Hodgson and Randall P White, chapter in the *Financial Times Handbook of Management – The state of the art*, Financial Times/Prentice Hall, 2001

Making change work (2nd paperback edition) Phil Hodgson and Edgar Wille, Management Books, London, 2001

Developing high-tech staff; lessons from biotechnology and IT companies, Viki Holton, Ashridge and Institute of Electrical Engineers, June 2001.

Development & motivation of R&D staff - volume 1, Viki Holton and Peter James, Ashridge, 2001

Development & motivation of R&D staff - volume 2, Viki Holton and Peter James, Ashridge, 2001

Globalization, the external pressures, edited by Paul Kirkbride, John Wiley and Sons Ltd, 2001. Contributions: **The state of globalization today**, Paul Kirkbride; **The globalization process in the world economy**, John Heptonstall; **Global labour markets**, Jim Durcan; **On the internet all business is global (like it or not)**, Mike Malmgren; **Global parenting**, Marcus Alexander; **Managing global partnerships and alliances**, Roger Pudney; **Global marketing**, by H David Hennessey; **Managing global customers**, H David Hennessey; **The global pharmaceutical industry**, Malcolm Schofield; **Faces of globalization**, Sarah Burns, Pierro Dell'Anno, Samreen Khan and Alex Poppleton

Globalization, the internal dynamic, edited by Paul Kirkbride and Karen Ward, John Wiley and Sons Ltd, 2001. Contributions: **Globalization: where is your organization today?** Paul Kirkbride, Paul Pinnington and Karen Ward; **Designing global organizations**, Karen Ward; **Managing across cultural divides: is it really a problem?** Paul Kirkbride and Robert Westwood; **Organizational change in the global company: is it any different?** Paul Kirkbride; **Let me learn! a challenge to the global organization**, Samreen N Khan; **Building a global e-learning environment**, Cath Redman and Andrew Ettinger; **Working in complex teams: are you building global capability for destroying it?** Karen Ward; **Developing global leaders**, Stefan Wills; **Leadership and the global organization**, Phil Hodgson and Randall P White; **Gripping the road to globalization**, Paul Kirkbride

Global consulting, Michaela Rebbeck and Alex Knight, chapter in *Consultancy: a Handbook for Practice*, 2nd edition, Kogan Page, 2001

Heartland: how to build companies as strong as countries, Mark Scott, John Wiley and Sons, April 2001

E-research at Ashridge, Helen Wildsmith, Ashridge, January 2001

Consulting in corporate social responsibility, Andrew Wilson and Chris Gribben, *Management Consultancy: A Handbook for Best Practice*, edited by Philip Sadler, Kogan Page, 2001

Articles

Shaping leaders for the future, David Beech, *Innovations*, 2001/2002

Its value should not be presumed... Andrew Campbell, *European Business Forum*, Winter 2001/2002

Why corporate initiatives get stuck? Andrew Campbell and John Darragh, *Long Range Planning*, February 2001

Why acquisitions fail, Andrew Campbell and David Sadler, *Market Leader*, Summer 2000

Creating the e-corporate center, Andrew Campbell, Lucy Denote and David Pettifer, *PricewaterhouseCoopers*, July 2001

- E-commerce in financial services: an e-agenda for the corporate parent**, Andrew Campbell and Robert Park, *European Management Journal*, vol 19, 2001
- How to care for the customers who count the most**, Tony Cram, *Marketing* (The Marketing Society), July 2001
- Profitable customer relationship strategies**, Tony Cram, *ICBI*, July 2001
- Influencing: a new model of thinking**, Fiona Dent and Mike Brent, *The Training Journal*, July 2001
- All fish and mirrors**, Tony Cram and Phil Hodgson, *Directions*, the Ashridge journal, Spring 2001
- Customers that count**, Tony Cram, *Directions*, the Ashridge journal, Spring 2001
- Act global, talk local**, Tony Cram and Phil Hodgson, *Directions*, the Ashridge journal, Summer 2001
- The cinnamon stick blues**, Tony Cram and Phil Hodgkin, *Directions*, the Ashridge journal, Winter 2001
- Upbeat thinking in downturn times**, Tony Cram, *Directions*, the Ashridge journal, Winter 2001
- Analysing mapping and managing environmental impacts along supply chains**, Adam Faruk with R Lamming, P Cousins and F Bowen, *Journal of Industrial Ecology*, Yale and MIT Press, 2001
- Managing for the benefit of society: the next step in corporate sustainability**, Adam Faruk, *Sustainable Business Investor – Europe*, Issue 2, 2001
- The role of supply management capabilities in green supply**, Adam Faruk with F Bowen, R Lamming and P Cousins, *Production and Operations Management*, 2001
- Redesigning the corporate centre**, Michael Goold, David Pettifer and David Young, *European Management Journal*, February 2001
- When organisations die**, Vanessa Helps, *Directions*, the Ashridge journal, Summer 2001
- New rules for global marketing**, H David Hennessey, *Directions*, the Ashridge journal, Winter 2001
- Global economic review**, John Heptonstall, *Directions*, the Ashridge journal, Spring 2001
- Baptism of fire**, John Heptonstall, *Directions*, the Ashridge journal, Winter 2001
- Thinking from the heart**, John Higgins and Guy Lubitsh, *Directions*, the Ashridge journal, Summer 2001
- Tracking the learning trail**, Patricia Hind, *Directions*, the Ashridge journal, Winter 2001
- Leadership - the ne(x)t generation**, Phil Hodgson and Randall P White, *Directions*, the Ashridge journal, Summer 2001
- The effective leader**, Phil Hodgson and Randall P White, *Human Resources* (Hong Kong), August 2001
- Welcome to uncertainty**, Phil Hodgson and Randall P White, web article for Financial Times/Prentice Hall, Autumn 2001
- Relax it's only uncertainty**, Phil Hodgkin, CD ROM article following presentation at the Ashridge Leadership Conference, August 2001
- Modus operandi – the strategy behind managing like Sven-Goran Eriksson and Jack Welch**, Phil Hodgson, Mark Pegg and Gene Horan, *Sunday Business*, September 2001
- Developing experts**, Viki Holton and Peter James, *Directions*, the Ashridge journal, Summer 2001
- Performance management: surviving the sea of change**, Pam Jones, *Innovations*, 2001/2002
- The Gift**, Hugh Pigeon interviewed by Ben Kellard, *Directions*, the Ashridge journal, Summer 2001
- The organisational facts of life**, Paul Kirkbride, *Directions*, the Ashridge journal, Spring 2001
- Healing the NHS**, Alex Knight, *Directions*, the Ashridge journal, Winter 2000/1
- In search of true change**, Alex Knight and Michaela Rebbeck, *Directions*, the Ashridge journal, Summer 2001
- Breakthrough performance**, Gary Luck, *Innovations*, 2001/2002
- Dealing with the e-world hype**, Mike Malmgren, *Government IT*, February 2001
- The Connected Corporation**, Mike Malmgren, *Directions*, the Ashridge journal, Summer 2001
- Don't worry, it's just your business**, Chris Nichols, *Directions*, the Ashridge journal, Winter 2001
- Discipline imagination**, Michaela Rebbeck and Alex Knight, *Innovations*, 2001/2002
- Breaking up is hard to do**, David Sadtler, *The Economist*, May 2001
- Crafting genuine learning**, Bob Stilliard and Stefan Wills, *Innovations*, 2001/2002
- Life changing games**, Ina Smith and Shirine Voller, *Innovations*, 2001/2002
- Making complex teams work**, Karen Ward, Mary Kennedy and Mike Brent, *Innovations*, 2001/2002
- Misplaced e-confidence?** Helen Wildsmith, *Directions*, the Ashridge journal, Spring 2001
- Corporate responses to human rights**, Andrew Wilson, *CSR Journal*, June 2001
- Corporate social responsibility**, Andrew Wilson, *European Business Forum*, Summer 2001
- Civilising the corporation**, Andrew Wilson, *Directions*, the Ashridge journal, Summer 2001

Conference papers and presentations

Customer relationship management – the company is king, Tony Cram, the Chartered Institute of Marketing, Beds and Herts branch, January 2001

Strategies for a fast moving world, James Moncrieff, Ashridge Alumni business briefing, Dublin, February 2001

Creating more effective print companies, Viki Holton, 8th Annual Meeting of the American Society of Business and Behavioural Science, Las Vegas, USA, February 2001

Can mature organisations really transform themselves? Or are we all just wasting our time? Paul Kirkbride, Ashridge Alumni business briefing, Oracle UK, Reading, Berkshire, February 2001

Integrating seamless, multi-channel CRM & eCRM strategies, Customers that count, Tony Cram, CREDO 2001, Paris, France, March 2001

Leadership, learning, ambiguity and uncertainty: their significance to dynamic organisations, Phil Hodgson, Johnson Business School, Cornell, NY, US, March 2001

Leadership voice, identity, vision and action, David Beech, Ashridge Alumni business briefing, London, May 2001

The discovery of the learning organisation: the new management frontier, Viki Holton, The Aga Khan Foundation, Lisbon, Portugal, May 2001

Customers that count – bring CRM to life, Tony Cram, the Chartered Institute of Marketing, University of Westminster, Harrow, Middlesex, June 2001

Influence and succeed, winning ways for influencing, Fiona Dent, Ashridge Alumni business briefing, London, June 2001

Public-private partnerships, Andrew Wilson, The Copenhagen Centre Conference, Copenhagen, Denmark, June 2001

Identifying and valuing the drivers of company performance, Erwin Scholz (chairman) IIR Executive Training Conference – Company Valuation, London, July 2001

Making partnerships work, Andrew Wilson, Arts Marketing Association Conference, Birmingham, July 2001

Customers that count, Tony Cram, the Chartered Institute of Marketing, Leeds Castle, Kent, July 2001

Strategy in a fast moving world, Julie Gray, Ashridge Alumni business briefing, PricewaterhouseCoopers, Manchester, July, 2001

Building on or rejecting the past? Leslie Hannah, Ashridge Leadership Conference, August 2001

Leading in a changing world, Martyn Brown, Ashridge Leadership Conference, August 2001

Relax, it's only uncertainty, Phil Hodgson, Ashridge Leadership Conference, August 2001

Talent: attracting and nurturing the best, Keith Milmer and Philip Sadler, Chartered Institute of Personnel and Development, Herts branch, Ashridge, September 2001

A radical role for HR, Bill Critchley and Ina Smith, Ashridge Alumni business briefing, London, October 2001

Customers that count, Tony Cram, the Chartered Institute of Marketing, Wolverhampton, November 2001

Corporate accountability, Chris Gribben, Institute of Internal Auditors, Essex, November 2001

Operational measures, public enemy number one to improving bottom line results, Alex Knight, Ashridge Alumni business briefing, London, November 2001

Complexity and organisational spontaneity, Martyn Brown, Ashridge Alumni business briefing, London, November 2001

How not to fail – ordinary people doing extraordinary things, Gene Horan (keynote speaker), I&DeA (Improvement and Development Agency for Local Government) – *Exploring the leadership challenge*, London, November 2001

Leading diversity to maximise organisational potential, Tony Montes, I&DeA (Improvement and Development Agency for Local Government) – *Exploring the leadership challenge*, London, November 2001

What managers say about business in society issues, Viki Holton, for The Economic and Social Research Council conference on CSR, hosted by Diageo, London, December 2001

Customer retention strategies, Tony Cram, Institute of Professional Sales Conference, Stratford-upon-Avon: Customer retention strategies, December 2001.

Governors, faculty, associates and staff

The Ashridge Governing Body

Vice-presidents

Michael Osbaldeston BSc, MBA, CIMgt, FCIPD
Philip J Sadler CBE, BA, DSc, DBA, CIMgt, FCIPD

Chairman

Sir Michael Angus BSc, DSc, LLD, CIMgt, FCIM

Vice-chairman

Sir Ronald Halstead CBE, MA, DSc, FRSC, CIMgt, FCIM

Governors

Robert J Ayling
Sir David Barnes CBE, DSc, LLD, CIMgt
Lord Jordan of Bournville CBE
Prue M Leith OBE
Sir Richard Mottram KCB, BA, DLitt
Sir Brian Pitman FCIB, CIMgt
Professor David Rhind PhD, DSc, CIMgt, FRGS, FRICS
Sir Neville Simms BSc, Ceng, FREng, FICE
Ronald D N Somerville CBE, MA, FCIWEM
Liam Strong
Sir Brian Wolfson DBA, CIMgt, FInstBE

Secretary to the Governing Body

Trevor Harvey, BSc(Econ), MBA, FCIB, MCIPD, PGCE

Ashridge Management Committee

Chief executive

Leslie Hannah MA, DPhil, PhD

Director of resources

Trevor Harvey BSc(Econ), MBA, FCIB, MCIPD, PGCE

Director of consulting

Alex Knight BSc, MBA, CEng, MIProdE, DipMRS

Directors of executive education

Paul Pinnington MA(Oxon)
Bob Stilliard BSc(Econ), ACMA, PGCE

Director of sales and marketing

Laurence Williams BSc, MBA, PhD

Faculty

Ann Almeida BA
Philip Anderson BA(Oxon), MBA, MIOM
Howard Atkins BSc, MSc
Barbara Banda BA, MBA, DipM, MCIM
David Beech BSc, MSc, DMS, CPsychol, MCIPD
Martin Bellamy, BSc(Eng) MSc, MAPM, CPM
David Birch BA, MSc, PGCE
Elizabeth Braiden BSc
Mike Brent MA, MSc
Martyn Brown BA, DipM, ACIM, MCam
Sarah Burns MBA
Ghislaine Caulat, MA
Harold Chee BA, MA, MSc, MBA, DipEcon
David Cowley BSc, MSc, MBA, PhD, CChem, MRSC
Tony Cram BA, MBA, FCIM
Bill Critchley MBA, MSc
Kim De Morgan BA, MBA
Fiona Dent MSc, MCIPD
Robert Dickson MA, MBA
Alex Dinham BSc
Adam Faruk BSc, MPhil(Cantab)
Paul Freeman BSc, MBA, FCA, FIMgt
Julie Gray BA, MBA
Chris Gribben BA, MA
Jack Hardie BSc, MBA
Arno Haslberger MA, MBA, MSIR, PhD
Claudia Heimer BSc, MSc

Rory Hendrikz MBA
John Higgins MA(Cantab)
Patricia Hind BSc, MSc, PhD, CPsychol
Philip Hodgson BSc, MSc, MCIPD, CPsychol, AFBPsS
Viki Holton BA, BPS
Eugene (Gene) Horan BA, MA, MSc, FIMC
Claire Jones BSc, MPsych, PGCE
Pam Jones BA, MBA
Anthony Kasozi BSocSc, MSc
Mary Kennedy MA(Oxon), MSc
Samreen Khan BA, MSc
Kathleen King LIC Pedagogy, MBA
Paul Kirkbride BA, MSc, PhD, FCIPD, FHKIHRM
Narendra Laljani BA, MMS
Guy Lubitsh BSc, MA, MSc
Gary Luck MBA
Ulf Mikael Elou (Mike) Malmgren MSc, MBA
Keith Milmer BTech, MBA, PhD
Anthony Mitchell BSc, MSc, DIC, CEng, FIEE
Tony Montes BSc
Peter Needham BA(Oxon)
Chris Nichols BSc, MBA, DMS
Carole Osterweil BSc, MBA
Mark Pegg MA(Oxon), DPhil, MIMgt, MCIPD
Richard Phillips MA(Oxon)
Alex Poppleton BA
Roger Pudney MA(Oxon), DipEcon
Michaela Rebbbeck BA, MA, MBA, PhD
Steve Robinson, MBA, FCMA, FCCA, MIMgt, PGCE
Deep Sagar MPhil(Cantab)
Hamish Scott, BA, MBA
Erwin Scholtz BCom, CA(SA)
Steve Seymour BA, MBA, PhD, ACMA
Janet Smallwood MA(Cantab)
Ina Smith BSc, MSc, DMS
Ian Thompson BA(Cantab), CA
Alexandra Uhlmann Ingénieur Commercial, MBA
Jean Vanhoegaerden LIC Psy
Caryn Vanstone MSc, MCIPD
Shirine Voller BA(Cantab)
Stephen Watson BSc, ACMA
Stefan Wills BA, MSc, CPsychol
Andrew Wilson BA, MPhil, PGCE
Nicholas Worms BBA, MBA
Albert Zandvoort BA, MA, DLit et Phil, PhD

Ashridge Strategic Management Centre

Directors

Marcus Alexander MA, MBA
Stephen Bungay MA, D Phil (Oxon)
Andrew Campbell BA, MA, MBA
Michael Goold MA, BPhil(Oxon), MBA
Derkjan van der Leest PhD

Associates

John Darragh MA(Oxon), MSc
David Sadtler MBA
David Smith BSc, FCA
Kathleen Sommers Luchs MBA, PhD
J. David Young MA, DipOR

Ashridge Associates

Malcom Allitt MA, MBA, CEng, MICE
Ariane Berthoin Antal BA, MBA, PhD
George Binney MA(Cantab), MBA, Barrister
Peter Bixby BSc

Jan Boyd BA, FCIPD
 Patricia Boyle MSc
 Bill Braddick BA, FIMgt
 John Brickell BEd, CertEd
 Barrie Brown BSc(Econ), MSc, PhD, CPsychol, AFBPsS
 Kate Charlton, MBA, DipM
 Alison Clements BA, LLB, MCIPD
 Trevor Clements BA, ACMA
 David Collins MIMgt, MBCS, MCIM, MCIPD
 John Constable BSc, MA, DBA(Harvard), CIMgt
 Brian Davies BA, MBA
 Marion Devine MA
 James Durcan OBE, BA, MSc, MA(Oxon), MCIPD
 Klaus Eckrich PhD, DipIVw
 Brian Ellison Master Mariner, ITP, MCIT, MInstTA
 Kathryn Evans BA, MA
 Bob Ferdinand BSc, MCIPD, CPsychol, AFBPsS
 David Fisher BSc
 Marsha George BSc, MSc
 John Guiniven MBA, PhD
 Simon Gulliford BA, MBA
 Jan Hall OBE, MA(Oxon)
 Laurence Handy BA, MA, PhD(Cantab), FCIPD
 David Harris FCA
 Laura Heath BA
 Maureen Hedges BSc, MSc, CPsychol, AFBPsS
 Vanessa Helps BA, MA, FCIPD
 David Hennessey BA, BS, MBA, PhD
 John Heptonstall BA, MSc, MBA, DBA(Harvard), ITP Diploma
 Jonathan Hewat NDDArts
 Trudy Hine BSc, MCIPD
 Mona Hipwell BA
 Jane Hodgson BSc(Econ), MSc
 Jane Howl MA, MSc, CPsychol, AFBPsS
 Sally Jackson BSc, MSc
 Peter James BA, MSc
 Susan Kaye DipGP(Csllg), AMIGC
 Kamil Kellner BSc, MA, FCIPD
 Jochen Kilgus PhD
 Sally Klewin BA, MCIPD
 Robin Ladkin BTech, FCIPD
 Lynn Lilley MA, MCIPD, DipCommFrench
 Robert Macgregor BSc, ITP
 Hans Martens MA
 Roger Martin-Fagg, BA
 Nigel Matthews BEd, DipPE, MNASC, FRGS
 Andrew Mayo BSc, MSc (Eng), CDipAF, FCIPD
 Adrian McClean BSc, MSc
 Nick Middle BSc, MIOM, MIMechE, CDipAF
 James Moncrieff MBA, MIMgt
 James Money-Kyrle BSc, MBA
 John Neal BHum
 Michael Osbaldeston BSc, MBA, CIMgt, FCIPD
 Sara Panter MA(Oxon), MBA, DipMRS
 David Pearce BA
 Jørgen Peterson HA(DK)
 Hugh Pidgeon MA, PGCE, AcDip
 Werner Sabiers ScPol
 Philip Sadler CBE, BA, DSc, DBA, CIMgt, FCIPD
 Derek Saunders BSc(Econ), ACMA
 Malcolm Schofield BSc(Econ)
 Martin Scott BA(Econ), MCIM
 Doris Sew Hoy BCom, MSc, MBA
 Vivian Shackleton BSc, PhD, CPsychol, AFBPsS
 Judy Sleath MA(Oxon), MBA

Angela Stafford BSc, MSc
 Sally Taylor BSc, FCIPD, ACIB
 Bob Thomas MA
 Neal Thornberry BA, MBA, PhD
 Wendy Twigger BA, MSc
 Anneli Valpola MA
 Michael Walton BA, MSc, PhD, CPsychol, AFBPsS, FCIPD, FRSM,
 UKCP(Reg)
 Karen Ward BSc, MSc
 Valerie Wark BA, DipHSM, FHSM
 Bill Weinstein BA, BPhil, MA
 Edgar Wille OBE, BA, FCIPD, FBSC, FIMgt
 Colin Williams MBA, DipMRS, MHCIMA
 Tracey-Lee Wingrove BA, MBA

Managers and support staff

Residential services managers

Dianne Adlard MHCIMA

David Russell FHCIMA

Psychometric services manager

Judy Curd

Multimedia manager

Richard Bamsey

Consultant buildings manager

Michael Blackborough

Office services manager

Ann Bury

Communications manager

Vandita Chisholm, BA, DipM, Grad CIPD

Director, learning resources

Andrew Ettinger BSc, DipLib, FlnfSc

Health and safety adviser

Anne Mallory BSc, MSc, ARCS, Dip.SM, MIIRSM, MIOSH, RSP

Human resources operations director

Betina Hamer BSc

Conference manager

Carol Johnston

Chaplain

Rev John Kirkby BD, BSc(Eng)

Sales office manager

Carol Long DMS

Business development executives

Natalie Chandler

Sarah Day BSc

Maggie Sampson DipIDM

Planning manager

Karen Moyle DMS

Finance director

Andy Plumbly BA, ACA

Library services manager

Sue Portch MCLIP

Product manager, VLRC

Andy Mechelewski BA, MA,

Information systems and technology director

Jane Short BSc, PGCE

Knowledge technologies manager

Michael Redman

Quality assurance manager

Stephanie Sundle MA

Gardens manager

Michael Thompson BA, Grad Dipl Cons(AA), MI Hort

Lists correct as at 27 March 2002

Summary financial statements

for the year ended 31 December 2001

Summary report of the Governors

The Governors have pleasure in presenting the Summary Financial Statement for the Ashridge (Bonar Law Memorial) Trust for the year ended 31 December 2001. It provides a summary of the information contained within the Trust's Consolidated Accounts.

Principal activities and business review

The principal activities of the Trust are defined by statute in the Ashridge (Bonar Law Memorial) Trust Act 1954 (as amended in 1983). They are, and will continue to be, as follows:

- the provision of management education
- the undertaking of research into management related subjects
- the establishment and continuance of similar institutions in other countries
- the preservation of Ashridge for the benefit of the nation

These activities are undertaken by the Trust using the name Ashridge. However, the Trust has two wholly owned subsidiaries which undertake specialist activities closely related to management education as follows:

- Ashridge Consulting Limited (organisation consultancy services)
- Ashridge Strategic Management Centre (strategy research and teaching services)

Further details are provided throughout this annual review.

Statement of the Governors' responsibilities for the summary financial statements

It is the responsibility of the Governors to prepare the summary financial statements.



Sir Michael Angus



Leslie Hannah

Auditors' statement to the Governors of the Ashridge (Bonar Law Memorial) Trust

We have audited the Summary Financial Statement set out on page 15.

Respective responsibilities of Governors and Auditors

Our responsibility is to report to you our opinion on its preparation and consistency with the full Consolidated Accounts.

Basis of opinion

We conducted our work in accordance with the Auditing Guideline "The Auditor's Statement on the summary financial statement" adopted by the Auditing Practices Board.

Opinion

In our opinion the Summary Financial Statement is consistent with the full Consolidated Accounts of the Ashridge (Bonar Law Memorial) Trust for the year ended 31 December 2001 and complies with the requirements of the Charities Act 1993, and the regulations made thereunder, applicable to summary financial statements.

PricewaterhouseCoopers,

Chartered Accountants and Registered Auditors, 10 Bricket Road, St Albans, Hertfordshire AL1 3JX

9 April 2002

Summary consolidated statement of financial activities for the year ended 31 December 2001

	2001			2000	
	Accumulated fund £000	Designated building fund £000	Designated research fund £000	Total funds £000	Total funds £000
Total incoming resources	25,921	--	--	25,921	25,682
Total resources expended	(25,124)	(81)	(10)	(25,215)	(24,382)
Transfers between funds	(162)	--	162	--	--
Net incoming/(outgoing) resources	635	(81)	152	706	1,300
Losses on investment assets	(292)	--	--	(292)	(26)
Exceptional gain on sales of property	137	--	--	137	--
Net movement in funds	480	(81)	152	551	1,274

Summary consolidated balance sheet at 31 December 2001

	2001 £000	2000 £000
Fixed assets	13,935	13,350
Current assets	7,041	7,001
Creditors due in less than one year	(4,254)	(4,207)
Net current assets	2,760	2,794
Less provisions for liabilities and charges	--	--
Total assets less liabilities	16,695	16,144
Capital and reserves	16,695	16,144

Summary consolidated income statement for the year ended 31 December 2001

	2001 £000	2000 £000
Total income	25,830	25,580
Total expenditure	25,124	24,201
Surplus from educational and related activities for year	706	1,379
Interest receivable	105	153
Surplus for the year before exceptional item	811	1,532
Exceptional gain on sales of property	137	--
Surplus for the year after exceptional item	948	1,532

Notes

1. This Summary Financial Statement was approved by the Governors on 9 April 2002 and signed on the Governors' behalf by Sir Michael Angus, Chairman and Professor Leslie Hannah, Chief Executive. The Consolidated Accounts were approved on the same date and have been submitted to the Charity Commission.

2. The Auditors have issued an unqualified audit report on the Consolidated Accounts. They confirm that the Consolidated Accounts have been properly prepared in accordance with the provisions of the Ashridge (Bonar Law Memorial) Trust Act 1954 (as amended 1983) and the Charities Act 1993.

3. This Summary Financial Statement may not contain sufficient information to allow for a full understanding of the results or state of affairs of the Trust. For further information, the full Consolidated Accounts, the Auditor's Report on these Accounts and the Report of the Governors should be consulted. Copies of these Accounts can be obtained from Trevor Harvey, Ashridge.

Corporate governance

Board of Governors

The Governors of the Trust meet regularly as a board during the year and are responsible for the overall strategy of the Trust and its subsidiaries, major capital projects and financial performance.

The Governors are appointed in accordance with the terms of Part II of the Second Schedule of the Ashridge (Bonar Law Memorial) Trust Act to serve for a term of five years, which is renewable. The composition of the Governors is set out in the annual report.

The role of the chairman of the Governors is separated from the role of the Trust's chief executive who is appointed by the Governors. The Governors are entirely non-executive and accordingly fulfil the roles and responsibilities of an audit committee and remuneration committee.

Academic board

An academic board is responsible for quality assurance of all programmes that lead to the award of a qualification – currently MBA, MSc and Diploma qualifications are awarded, validated by either City University or Middlesex University. The academic board acts as a decision-making body independent of and complementary to the line management structure, and its members include an elected member of the faculty and an elected representative of participants on current programmes. The academic board is chaired by the chief executive.

Internal financial controls

The Governors acknowledge that they are responsible for the Trust's system of financial control. Although no system of internal financial control can provide absolute assurance against material misstatement or loss, the Trust's system is designed to provide the Governors with reasonable assurance that any problems are identified on a timely basis and are dealt with appropriately.

Key procedures that have been established and are designed to provide effective internal control include:

- a management structure which has clear lines of accountability to the Governors
- comprehensive management reporting against budgets approved by the Governors, which are prepared annually
- a capital investment appraisal system that includes authorisation levels approved by the Governors.

Governors' responsibilities for the financial statements

It is the responsibility of the Governors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Trust and Group as at the end of the financial year and of the financial activities during the year. The Governors are responsible for ensuring that applicable accounting standards and the Statement of Recommended Practice – Accounting by Charities have been followed, and that suitable accounting policies, consistently applied and supported by reasonable and prudent judgements and estimates, have been used in the preparation of the financial statements. It is also the responsibility of the Governors to prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Trust will continue in business. The Governors are also responsible for maintaining adequate accounting records which enable them to disclose with reasonable accuracy the financial position of the Trust in accordance with the Ashridge (Bonar Law Memorial) Trust Act 1954 (as amended 1983) and the Charities Act 1993. They are also responsible for safeguarding the assets of the Trust and Group, and taking reasonable steps to prevent and detect fraud and other irregularities.

Going concern

The Governors are satisfied that the Trust and the Group as a whole have adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

