



# Roffey Park Institute Annual Review 2022-23

# A moment in our time



**Roger J Leek**  
Chair

The Greek philosopher Heraclitus is credited with saying “The only constant is change.” This highlights the fundamental nature of the world and our existence; change is perpetual. Accepting and understanding this concept is crucial to navigate through life effectively.

Einstein stated, “The measure of intelligence is the ability to change.” This suggests that intelligence is not just about knowledge, but also about the capacity to adapt and learn from new experiences. Flexibility and openness to change are essential components of intelligence.

Gandhi’s famous words “Be the change that you wish to see in the world,” emphasise personal responsibility and proactive engagement in creating positive change. Instead of waiting for change to happen, individuals are encouraged to embody the values and behaviours they want to see in the world.

These quotes suggest that change is a constant force and intelligence is reflected in one’s ability to adapt to and navigate through change. Furthermore, individuals are urged to take an active role in bringing about positive change by embodying the principles they value. They convey a philosophy that encourages adaptability, learning and a proactive approach to making the world a better place.

These philosophical perspectives illustrate how the world is in a constant state of flux. Certainty does not exist and we need to react, be agile, creative and develop innovative solutions to face the problems that confront us.

Emerging from the post-pandemic experience, we anticipated a new normal. However, geopolitical forces worldwide have continued to disrupt our daily lives, requiring us to respond to challenges outside our control.

The most significant impact we have faced is high inflation on food and energy costs, coupled with interest rates rising to the highest levels since 2009. As we operate a hospitality centre delivering face-to-face programmes, conferences and social events, these rising costs have significantly impacted our results. Despite strenuous efforts by all our staff to economise and manage the site effectively, we incurred a loss of £500,000 in the financial year 2022-23.

This disappointing result is shared by all, given the effort and commitment to contain the situation through stringent cost management, minimizing food waste and optimising energy usage.

However, amidst these challenges we achieved the highest recorded revenue of £8.2 million, as many organisations realised the importance of training and developing their people in new ways of working and relating. We responded

proactively to what their needs were and fulfilled their requirements successfully.

To focus and develop our business, we made strategic decisions, including closing the Singapore office due to limited growth and losses and expanding our office in Ireland, where we see increasing opportunities in working with both the private and public sectors. We are developing strategic partnerships, for example with Healthy Place to Work, which is a key element to fulfil our strategic objectives, and other partnerships will develop as we identify like-minded organisations.

In a world vastly different from the post-war years of relative peace and international world order, differences of ideology, interpretations of history and definitions of borders are being challenged by a more assertive and invasive approach. Tolerance and respect for differences have become marginalised, with accusations of a cancel culture limiting freedom of speech. Humankind has become very fragile and febrile to any criticism that challenges the way we do things. To survive, we must become more resilient, tolerant, understanding, collaborative and resourceful in the communities in which we live and work.

Reflecting on our near 80 years of history, we aim to find inspiration for the future. Our vision for Roffey Park 2028 involves exploring future practices, designing innovative programmes and leveraging AI technology for enhanced learning and understanding. We are committed to leading research in the world of work, irrespective of role, position, location or status.

Organisation Design and Development will be a lead offering, addressing the challenges companies face in organising and structuring themselves for the future.

Learning and Development programmes for individuals, teams and organisations will always be a significant offering, and our overall philosophy remains the health and wellbeing of people in the workplace; this will never change.

The Board of Trustees and the Executive Team, with feedback from our staff, will continue to work on this future vision throughout 2024. I will report in my next review on the progress and development of a strategy following these discussions. It is my personal commitment that Roffey Park Institute remains an independent, viable, resilient and relevant organisation, making a difference in the world of work for all.

I extend my gratitude to all Board members for their time and commitment and for enriching Roffey Park’s thinking and approach. My special thanks to Dr Arlene Egan, CEO, for her openness, inclusiveness and dedication to the organisation’s leadership. I appreciate everyone in the organisation who brings things together and makes it happen in the Roffey Park way for our clients, participants and visitors alike.

# Leading through complexity



**Dr Arlene Egan**  
**Chief Executive**

2022/23 was a year of opportunity and change. Many organisations prioritised development and transformation to manage and mitigate the threat of high staff attrition, the cost-of-living crisis, supply chain disruption and quiet quitting. Yet, there was great opportunity to add diversity to the workforce, to

reimagine workspaces and approaches, to collaborate and to innovate. Roffey Park Institute was also operating in this tension.

For 2022/23 we were focused on generating a surplus, enhancing our onboarding process for new starters, identifying core strategic partners, laying the foundation to support the diversification into organisational development (OD) consultancy and generating thought leadership through new and refreshed papers. While all of our non-financial goals were achieved, we did not manage to close the gap between revenue and cost, although we made considerable progress when compared with the previous year.

Having taken up the role of CEO of Roffey Park Institute formally in September 2022, one of the first strategic decisions taken was to close our entity in Singapore. This was a very tough decision, yet the pandemic showed that we did not need to have a physical entity there to deliver our work into the Asia Pacific region.

Over the year we secured contracts which enabled us to deliver not only in Singapore, but also in France and Belgium. We also had an increase in our work with global teams, both for on-line delivery and face-to-face. This work supported the growing trend of enhanced globalisation and organisations' willingness to create collaborative networks that transcend geographic borders.

To deliver on strategy, there were substantial changes made to the Executive Team, which came into effect from January 2023. The remit of the team was to protect, grow and sustain Roffey Park Institute. This was achieved by driving strategy and supporting the management community within Roffey Park to operationalise strategy. The Executive Team had a unique and valuable skill set, enabling them to be future focused and innovative, depending on market conditions. One of the new additions to the team was the Director of Business Intelligence and Technology, highlighting the importance of both of these business functions in a fast-paced environment.

We began to drive our ESG agenda and positive progress has been made. Our environmental focus on the site has given us key metrics that we will monitor year-on-year. A large proportion of our workforce is supported to work remotely. We have also instigated a number of key governance initiatives, including robust GDPR processes and contract simplification. Our work in ESG will continue in earnest, with ambitious plans for next year in place.

We were certified a Healthy Place to Work. This means that we are benchmarked favourably for leading and working using the lens of health and wellbeing to guide decision-making and operations.

We were also nominated for Best Employer award with the Gatwick Diamond Business Group and we won an award for Best Learning Design Partner from KPMG.

Our staff and Associates continued to create and deliver innovative designs and overall client excellence. We began to use simulations to enhance participant experience. We are very aware of the potential that technology can bring as an enabler of participant experience and we are currently reviewing all of our primary learning platforms and data management systems, with a view to upgrading where appropriate next year.

Finally, 2022/23 was a year of growth for Roffey Park Institute. We have been privileged to continue working with some of our long-standing clients and have also developed partnerships with new clients. We continue to work in new geographic locations, and are growing our Associate base to reflect a more international community with industry and cultural expertise. We continue to grow and learn as an organisation and have ambitious plans in place for next year to ensure that Roffey Park Institute continues to grow and respond to changing workplace challenges.



# The impact of home and hybrid working on effective line management

Dr Jan Moorhouse

Home and hybrid working has made it harder for those new to line management to build a sense of team and monitor individual performance, and has also robbed line managers of valuable exposure to everyday manager-team interactions from which to learn.

I've come into work for three days this week and it's been fun meeting people over an extended period of time – these days it's rare that I go into the office more than once a week. Since I joined Roffey Park Institute last September my official place of work is home so I'm probably at the more extreme end of hybrid working with an 80/20 split of home/office. Obviously there are many jobs where hybrid or home working just isn't possible but for those of us who can it's been transformational.

Being able to work from home has so many advantages, for example, I'm engaged in some CPD training at the moment (online), and so, in typical student fashion I ended up having to work well into the evening to write the slides for an assessment with a pressing deadline. As Programme Director for Roffey Park's MSc People and Organisational Development, I then had an 8am lecture the following morning, but it was all very manageable despite the late finish the previous evening because my lecture was online, with only the commute from my bedroom to my study. I could get up at the civilised time of 7am and still be in good time for an 8am start. In the old all face-to-face days I would have been faced with a 6am alarm, which I find tough when you've finished work late the previous evening.

But what might work for me, heading towards the end of my career, may not work so well for a new generation of line managers. I've just finished a piece of research on first level line management recently published as a Roffey Park White Paper called What is Effective Line Management? We found that first level line managers are facing a bit of a double whammy when it comes to hybrid working. Firstly just being a manager of a hybrid team seems to be

more challenging than the "old days" of the office. It's harder to manage people, to have difficult conversations, to delegate, to keep people on track to deliver the performance required and so on, when you mainly interact with them online.

But our research highlighted a second problem of hybrid working for those new to line management, that it's harder to learn how to manage in a hybrid workplace. That's because the opportunities to observe other managers in action are less abundant, and the hybrid line manager may interact less with their own manager and with other managers across a workplace. It's harder to pick up the tacit knowledge so important for learning about being a good manager. That's not to say that it's impossible – far from it – but a new line manager may feel isolated and unsure how to put newly learnt line management skills into practice. This could explain the crisis of inner confidence and the feelings of imposter syndrome experienced by first level line managers that we picked up on in the research.

But it's not just hybrid working that's causing problems for those new to line management. Societal changes, emerging well before COVID, have impacted on organisations. Identity politics, mental health and concerns about the impact of work on well-being, mean that effective management is more tricky to achieve in practice. Add to that the much-welcomed push to improve equality, creating a more diverse workforce and more inclusive organisations and you begin to see that effective line management requires an assured touch.

But just at a time when first level line managers need that self-assurance, they feel it less. Even though we found that the basic skills of first level line management – delegation, time management and being able to motivate teams – remain the same, it's more challenging to put them into practice in more politicised and sensitised workplace cultures. What's more, effective management has a huge impact on an organisation's productivity. Whilst reading the



Sunday paper recently, a statistic on the impact of management stopped me in my tracks. Phillip Inman quotes John van Reenen's ongoing research which suggests that up to a third of the productivity gap, whether between countries or between companies, could be attributed to management. And I noticed that van Reenen and his colleagues Erik Brynjolfsson and Nicholas Bloom produced a piece of work last year that asserts that good management predicts a firm's success better than IT, R&D or even employee skills. Wow – that's some claim about the impact of effective management.

Today's workplaces represent a significant challenge for first level line managers but organisations that help them manage this tricky terrain will find a positive impact on their organisation's success. A re-think of the training, development and support for first level line managers will go a long way to addressing these problems. And the technology that enabled online work when we had to isolate, also may assist in addressing the challenges that first level line managers face in a cost effective manner. Taking some of the training into the online environment, whilst freeing up resources for some face-to-face context work – will develop a sense of mastery and confidence through practice and reflection.

But what is the right balance of virtual and in-person learning to support today's new first level line managers? The debate about virtual and face-to-face, synchronous and asynchronous (live and recorded/pre-written input) learning actually covers some well-established ground. Since the earliest times when marks were imprinted into a piece of clay human beings have been communicating remotely and asynchronously. A book is a brilliant piece of technology that conveys ideas and information asynchronously. But we would probably say that whilst the best management texts can tell us a lot, it's probably unwise to leave the training of managers to 'here's a good book, read that'. But then again no one would seriously advocate that the only way managers could acquire the skills to do their job well is to experience face to face education and training.

Today's new first level line managers deserve training and development that can cover the basic skills of line management and the higher order competences that underpin assured practice. Organisations that invest in them and explore the cost effective opportunities that combine virtual and face-to-face learning opportunities are likely to experience the positive impact of effective management.

# Roffey Park Services – our facilities

August 2022 saw Roffey Park Services continue its journey from service entity, focussed on filling gaps left by the Institute, to managing the site to a point where it would become financially self-sufficient and eventually a fully-fledged profitable business, contributing to the well-being of the Institute.

Just like the Institute, Roffey Park Services followed a four-pronged strategy of growing the business and client base, developing its staff, enhancing its client experience by developing its products and services, and becoming a fully sustainable business in every sense of the word.

Business quickly returned to pre-pandemic levels in the Autumn of 2022, with clients showing an insatiable appetite to meet once again to plan, strategise and learn together and, most importantly, socialise. The speed of this return to normality presented some short-term problems for our staff, who, for all intents and purposes, had not worked at full pace for almost three years. Recruiting new staff to meet the extra demands was also problematic, which is reflected across the hospitality industry. Hospitality staff are nothing if not resilient and, through sheer willpower and survival instinct, got us through an extremely challenging pre-Christmas period. Despite these challenges, by the end of the year we had a fully focussed, talented, service-orientated team who were gaining rave reviews on all of the online review platforms.

We completed a refurbishment of our bedrooms to great effect. This was project managed in-house and much of the work was done by our own staff; 60 bedrooms were completed in little more than three months and this has had a massive impact on our clients' comfort, our reputation and our ability to sell surplus bedrooms at competitive rates. 2022-23 saw us sell more than 9,000 rooms, a number far in excess of anything in the past and this revenue stream continues to grow.



We developed the Community Innovation Hub of serviced offices aimed at encouraging start-ups and small businesses to take advantage of short-term flexible licences. These became popular very quickly, returning an 80% occupancy rate through the year. The year continued to break records and by the end of July we had recorded our best ever revenues on site. Roffey Park Institute clients also began to return for face-to-face programmes, which we anticipate will be a growing trend.







We continue to concentrate on being a very personal, client-led operation, with an emphasis on individuals delivering a quality service with a bespoke quality product. We have worked hard to understand our diverse range of client needs, react to rapidly changing trends, respect traditional values and be flexible, yet financially efficient all at the same time. It is not an easy juggle, but one we are managing to stay on top of.

All staff undertake regular development and many have attended extra training or Roffey Park programmes. We have 12 certified First Aiders on site, 6 Mental Health First Aiders and 22 trained Fire Wardens.



We retained our ISO 14001 accreditation for our Environmental Management System, a certificate that satisfies our clients' requirements to prove our green credentials. The staff run Roffey Environmental Group was set up to generate environmental innovation and we will be implementing a number of environmental projects as a result of it.

Our grounds continue to impress our visitors. Our kitchen garden has been revived and we look forward to enjoying the many fruits and vegetables that are produced there.

We ran a number of social events through the year, including staff community lunches, acknowledging the need to keep our remote workers in touch with their on-site colleagues, the traditional Christmas lunch, regular on-site staff updates and some on-site training events.

From the ashes of the pandemic, when we faced a very uncertain future, we have emerged as an efficiently run, growing business with an enviable reputation; a home for Roffey Park Institute face-to-face programmes and a venue of choice for Sussex business and the wider community.

# Summary Financial Statements

These summary financial statements are not the statutory Annual Report and Accounts and do not contain sufficient information to allow for a full understanding of the results and state of affairs of the company. They are simply a summary of information relating to both the Statement of Financial Activities and the Balance Sheet.

The statutory Annual Report and Accounts were approved by the Board of Trustees on 22 March 2024 and received an unqualified report from our auditor, RSM UK Audit LLP. Copies are available upon request from the address below. The statutory accounts have been delivered to the Charity Commission and Companies House.

On behalf of the Board,  
Roger Leek, Chair

Roffey Park Institute Limited, Forest Road, Horsham, West Sussex, RH12 4TB  
Company limited by guarantee: 923975 Registered Charity Number: 254591

## Principal Activities

The principal activities of the Institute are to provide management education and development and to conduct research into questions affecting the health and wellbeing of people at work.

### Summary Consolidated Statement of Financial Activities For the Year Ended 31 July 2023

	2023	2022
	£000	£000
Income	8,145	6,614
Expenditure	8,659	8,360
Net Expenditure	(514)	(1,746)

### Summary Consolidated Balance Sheet at 31 July 2023

	2023	2022
	£000	£000
Fixed assets	305	157
Current assets	4,801	5,303
Creditors: amounts falling due within one year	(1,801)	(2,361)
Total assets less current liabilities	2,585	3,099
Creditors: amounts falling due after more than one year	(0)	(0)
Net assets	2,585	3,099
Total unrestricted funds	2,585	3,099



# Our People

## Board of Trustees and Directors

Drawn from members of the Institute

Andy Bailey  
Dr Pavica Barr  
Delroy Beverley+  
Al Bird  
Cynthia Duodu  
Declan Guerin  
Matt Haworth  
Roger Leek  
Sebastian Ling  
Janet Morris  
Nigel Perks  
Jig Ramji

## Chief Executive

Dr Arlene Egan

## Company Secretary

Sheetal Jaywant

## Members of Roffey Park Institute

AMEC Foster Wheeler  
Dr Pavica Barr\*  
Delroy Beverley\*  
Al Bird\*  
Booker Ltd  
British Broadcasting Corporation  
British Sugar plc  
BT plc  
Chameleon People Solutions  
Cynthia Duodu\*  
EDF Energy  
Fujitsu Services Ltd  
Declan Guerin\*  
Kraft Heinz Company Ltd  
Hampshire County Council  
V J Hammond  
P T G Hobbs  
C Horton

R J Hudson  
Jewson Ltd  
John Lewis Partnership  
Johnson Matthey plc  
Kodak Ltd  
Sebastian Ling\*  
Markettribe\*  
Marks & Spencer plc  
Metropolitan Police Services  
Mondelēz International  
Janet Morris\*  
Nestlé UK Ltd  
Nigel Perks\*  
PHL Services Ltd  
Jig Ramji\*  
RBS  
Reason Digital\*  
A Ritchie  
Royal Mail Group plc  
RJL Consulting\*  
RWE npower  
Siemens plc  
Taylor Wimpey UK  
Transport for London  
P M Vaz  
Virgin Media  
Vodafone  
C Waddington  
W H Smith plc

## Executive Team

Dr Arlene Egan  
Kerry Coxon  
Dr Graham Curtis  
Nigel Dean+  
Simon de Winter  
Sheetal Jaywant  
George Kunnath  
Janice McBrown  
Suzie Thompson

## Faculty

Ben Baginsky  
James Choles  
Roy Clarke  
Simon Coker  
Emma Du Parcq  
Ciara Halloran  
Amaia Sotés  
Melinda Yon

## Associates

Natalia Alvarez  
Manish Arneja  
Tom Bamber  
Claire Barraclough  
James Brooks  
Lynda Brooks  
Ciaran Casey  
Karen Clifford  
Andrew Constable  
Ian Cornelius  
Cindy Cox  
Mary Cross  
Karin Dean  
Harri Demetrios  
Debbie Dillon  
Susan Duggan  
Benedict Eccles  
Chibuzo Ejiogu  
Matt Evans  
Helen Farrington  
Fiona Flynn  
Lucy Ford  
Roshini Ganesan  
Simon Gott  
Michael Greenhalgh  
Amanda Harrison

Shelly Hossain  
Anne Hudson  
Ken Ingram  
Andy James  
Nick Jeffery  
Ana Karakusevic  
Mike Kennard  
Rekha Kent  
Cathy Korn  
Alison Lewis  
Anna Linley  
Adrian Lock  
Joe MacAree  
Maira Nangle  
Karen Ng  
Jeffrey Ong  
Rebekah O'Rourke  
Suzanne Penn  
Shan Pretheshan  
Meenakshi Sarup  
Lorraine Sawyer  
Curie Scott  
Catherine Shepherd  
Andy Smith  
Amaia Sotes  
Esther Stevenson  
Sabine Stritch  
Stephen Tarpey  
Philippa Tripp  
Caroline Walsh  
Sile Walsh  
Roland Webster  
Vicky Wells  
Chris Williams  
Vanessa Williams  
Lyn Wong  
John Woodward-Roberts  
Rob Worrall  
Alastair Wyllie  
Dave Yates  
Katarina Zajacova

+ Directors of Roffey Park Services Ltd    \* Represented on the Board of the Institute

Trustees who served on the Board during the financial year ended 31/07/2023

Executive Team and Faculty staff as at 31/07/2023

Associates who undertook work for us during the financial year ended 31/07/2023

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

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**Email: [hello@roffeypark.ac.uk](mailto:hello@roffeypark.ac.uk)**

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

**[www.roffeypark.ac.uk](http://www.roffeypark.ac.uk)**

## Contact Us

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