



Selected titles on wellbeing in the Learning Resource Centre

November 2016

The LRC supports programmes, research and events at [Roffey Park](#) through its collection of books, journals and databases concentrated in the fields of leadership, personal effectiveness, management and organisational development and human resources. There are some 4000 titles in the library, some of which can be accessed directly through links from the catalogue on our website:

www.roffeyparklrc.com

Members and programme participants can borrow books and access management databases containing full text articles. This review features just some of the recently acquired books and other resources you can access through the LRC.

Disclaimer: The Roffey Park LRC InTouch includes hypertext links to online material owned and maintained by external organisations. You use such links and other websites entirely at your own risk. Such websites are provided by independent third parties and Roffey Park accepts no responsibility for the availability, content or use of such websites or information contained on them.

What makes work meaningful - or meaningless?

BAILEY Katie; MADDEN Adrian

MIT Press : 2016 *MIT Sloan Management Review*, 57 (4)

Meaningful work is something we all want. The psychiatrist Viktor Frankl famously described how the innate human quest for meaning is so strong that, even in the direst circumstances, people seek out their purpose in life. More recently, researchers have shown meaningfulness to be more important to employees than any other aspect of work, including pay and rewards, opportunities for promotion, or working conditions. Meaningful work can be highly motivational, leading to improved performance, commitment, and satisfaction. But, so far, surprisingly little research has explored where and how people find their work meaningful and the role that leaders can play in this process. It was anticipated that the data would show that the meaningfulness experienced by employees in relation to their work was clearly associated with actions taken by managers, such that, for example, transformational leaders would have followers who found their work meaningful, whereas transactional leaders would not. Instead, the research showed that quality of leadership received virtually no mention when people described meaningful moments at work, but poor management was the top destroyer of meaningfulness.

Links: <http://sro.sussex.ac.uk/61282/>

<http://sloanreview.mit.edu/article/what-makes-work-meaningful-or-meaningless/>

Employee Engagement in Theory and Practice

TRUSS Catherine; DELBRIDGE Rick

Routledge : 2013

In recent years there has been a weight of evidence suggesting that engagement has a significantly positive impact on productivity, performance and organisational advocacy, as well as individual wellbeing, and a significantly negative impact on intent to quit and absenteeism from the work place. This comprehensive new book is unique as it brings together, for the first time, psychological and critical HRM perspectives on engagement as well as their practical application. Employee Engagement in Theory and Practice will familiarise readers with the concepts and core themes that have been explored in research and their application in a business context via a set of carefully chosen and highly relevant original and case studies, some of which are co-authored by invited practitioners.

Links: <http://www.routledge.com/books/details/9780415657426/>

<http://www.sussex.ac.uk/profiles/328624>

Future work. Changing organizational culture for the new world of work

MAITLAND Alison; THOMSON Peter

Palgrave Macmillan : 2014 2nd edition

This updated book covers the latest developments transforming the world of work, and demonstrates how pioneering organisations are adapting to rapid advances in communications technology, demographic shifts and changing attitudes to work. With dozens of case studies, including new ones from Accenture, Commonwealth Bank of Australia, Shell, Swiss Re and WPP, the book sets out the compelling case for a revolution in organizational cultures and working styles to boost output, cut costs, give employees more freedom and contribute to a greener economy.

Links: <http://www.futureworkbook.com/>

The agile organization: how to build an innovative, sustainable and resilient business

HOLBECHE Linda

Kogan Page: 2015

Given today's context of tough change, organisations need to be able to innovate as well as develop and implement strategy quickly and efficiently. The key to this is agility - a set of capabilities that can help organisations to rapidly adapt to changing circumstances. At the same time, resilience is also essential if benefits are going to endure over the longer term and if employees are to be kept on board. This book focuses on how to build both agility and resilience at individual, team and organisational levels. It draws on a wealth of research, including the lived experience and learning of managers and HR and organisation development (OD) professionals to show how it is possible to 'square the circle', becoming more sustainably agile while also enhancing employee engagement and resilience.

Links: <http://www.koganpage.com/product/the-agile-organization-9780749471316>

Resilience: a practical guide for coaches

PEMBERTON Carole

Open University Press/ McGraw Hill: 2015. Coaching in Practice series.

Offering a fresh and thoughtful framework for understanding what resilience is and is not, and why it has such potential for triggering feelings of being de-stabilised, this book takes you step by step through a series of practical interventions, a menu of options, each with their research base and with their practicality explored. The variety of approaches considered includes: the concept of mindfulness; the principles of Cognitive Behavioural Therapy; and Solution-focused Coaching and Positive Psychology. Her practical guide shows you what is especially useful in these disciplines for work with clients whose resilience has temporarily vanished. You will also learn how to assess your own resilience and coping mechanisms as a coach.

Links: <http://www.mheducation.co.uk/9780335263745-emea-resilience-a-practical-guide-for-coaches>

Links: <http://carolepemberton.co.uk/>

Improving organizational interventions for stress and well-being: addressing process and context

BIRON Caroline; KARANIKI-MURRAY Maria; COOPER Cary L

Routledge : 2012

This book brings together a number of experts in the field of organizational interventions for stress and well-being, and discusses the importance of process and context issues to the success or failure of such interventions. The book explores how context and process can be incorporated into program evaluation, providing examples of how this can be done, and offers insights that aim to improve working life. Although there is a substantial body of research supporting a causal relationship between working conditions and employee stress and well-being, information on how to develop effective strategies to reduce or eliminate psychosocial risks in the workplace is much more scarce, ambiguous and inconclusive. Indeed, researchers in this field have so far attempted to evaluate the effectiveness of organizational interventions to improve workers' health and well-being, but little attention has been paid to the strategies and processes likely to enhance or undermine interventions.

Links: <http://www.routledge.com/books/details/9781848720565/>

Resilience. The science of mastering life's greatest challenges

SOUTHWICK Steven M; CHARNEY Dennis S

Cambridge University Press : 2012

Incorporating the latest scientific research and dozens of interviews with trauma survivors, this book provides a practical guide to building emotional, mental and physical resilience. Written by experts in post-traumatic stress, this book provides a vital and successful roadmap for overcoming the adversities we all face at some point in our lives. Covers ten key resilience factors, including optimism, moral compass, role models, religion and physical training, bringing hope and inspiration for overcoming adversity.

Links: <http://www.cambridge.org/us/academic/subjects/medicine/mental-health-psychiatry-and-clinical-psychology/resilience-science-mastering-lifes-greatest-challenges?format=PB>

Developing mental toughness : coaching strategies to improve performance, resilience and wellbeing

CLOUGH Peter; STRYCHARCZYK Doug

Kogan Page: 2015. 2nd edition.

Mental toughness is about how effectively individuals respond to stress, pressure and challenge. It is rooted in the notion of resilience but moves beyond this by adding ideas from the world of positive psychology. The result is a complete process which is highly applicable and measurable. Tracing its development from sports psychology into business, health and education sectors, Developing Mental Toughness was the first book to look at applications at the organisational level and to provide a reliable psychometric measure. The new edition includes greater coverage of how mental toughness relates to other behaviours and can be applied to leadership, creativity, emotional intelligence, and motivation. It also looks at its applications in employability and entrepreneurship, and has expanded coverage of coaching for mental toughness.

Links: <https://www.koganpage.com/product/developing-mental-toughness-9780749473808>

The Good Life: Wellbeing and the new science of altruism, selfishness and immorality

MUSIC Graham

Routledge : 2014

This book explores some of the dilemmas at the heart of being human. Integrating cutting edge studies with in-depth clinical experience, Graham Music, a Consultant Child Psychotherapist and Associate Clinical Director at the Tavistock Clinic in London, synthesizes a wealth of fascinating research into an explanation of altruism, cooperation and generosity and shows how we are primed to turn off the 'better angels of our nature' in the face of stress, anxiety and fear.

Links: <http://www.routledge.com/books/details/9781848722279/>

The quality of working life : Exploring managers' wellbeing, motivation and productivity

WORRALL Les; COOPER Cary L; KERRIN Maire; LA-BAND Analise; ROSSELLI Anna;
WOODMAN Patrick

Chartered Management Institute : 2016 *Quality of Working Life report*

CMI's research on the Quality of Working Life explores the connections between managers' wellbeing, their motivation and productivity. Started in 1997, it has tracked how changes in the business environment affect employees – and has demonstrated that managers have a pivotal role to play in supporting employee engagement, job satisfaction and wellbeing. The last report in the series was published in 2012, when the impact of a challenging economic climate was evident in high levels of organisational restructuring and increased strain on managers. With the economy having recovered slowly in the years since, The Quality of Working Life 2016 looks at what's changed. Based on a survey of 1,574 managers, the results provide insights into the impact of working hours and management style on the productivity challenge faced by the UK. With long hours identified as a major factor in stress and health problems, the 2016 report also highlights how our increasingly digital environment could be creating a new form of presenteeism. It includes case studies of major employers finding new ways to improve staff welfare through better management and recommendations for developing managers to improve workplace wellbeing and productivity.

Follow the link

Links: <http://www.managers.org.uk/qualityofworkinglife>

Growing the health and well-being agenda: from first steps to full potential

SUFF Rachel

CIPD : 2016 CIPD Policy Report

This positioning report builds on the research and guidance that the CIPD and others have already published and sets out key policy calls for employers and government. It includes a case study about the health and well-being programme at South Liverpool Homes, which is fully integrated into the business. It reviews the extent to which well-being considerations are integrated into UK organisations and highlights future priorities for the HR profession. It looks at how the changing nature of work, the workforce and the workplace is making a focus on individual well-being even more critical to broader organisational health and well-being. As the CIPD well-being pyramid shows, to truly achieve a healthy workplace an employer needs to ensure that its culture, leadership and people management are the bedrock on which to build a fully integrated well-being approach. The Chartered Institute of Personnel and Development (CIPD) is the professional body for HR and people development

Links: <https://www.cipd.co.uk/knowledge/culture/well-being/health-agenda-report>

[The CIPD is the professional body for HR and people development:](#)

Moving the employee well-being agenda forward : A collection of thought pieces

CIPD : 2016 CIPD research report

Experts, including David Guest, Katie Bailey and Cary Cooper, reflect on the business case for well-being, turning theory into practice, measuring employee well-being and the need to focus on good mental health in the workplace.

The Chartered Institute of Personnel and Development (CIPD) is the professional body for HR and people development.

Follow the link

Links: <https://www.cipd.co.uk/knowledge/culture/well-being/health-agenda-report>

[The CIPD is the professional body for HR and people development:](#)

Leading on mental wellbeing : transforming the role of line managers: a blueprint for unlocking employee mental wellbeing and productivity

Business in the Community : 2016

Line managers are key to improving wellbeing at work. The role of line managers is crucial in improving employee mental wellbeing and business productivity. We're encouraging employers to enable line managers to improve their own and others' employee wellbeing for the benefit of their peers, their organisation and society. This report offers recommendations and pragmatic guidance. The report is aligned with Business in the Community's Workwell Model and highlights the strategic ways in which employers can take action to improve support for the mental wellbeing of line managers and all employees.

Follow the link to access

Links: <http://wellbeing.bitc.org.uk/all-resources/research-articles/transforming-role-line-managers>

The Evidence: wellbeing and engagement

Engage for Success : 2014 May

The Evidence: Wellbeing and Engagement was published by the Thought and Action Group examining wellbeing. The Group was launched in August 2013 to build on the paper "Why Wellbeing Matters: Sustaining Employee Engagement and Performance" and chaired by Wendy Cartwright, former HRD for the Olympic Delivery Authority. The evidence in this paper has been drawn from three distinct perspectives: academic research, research by consultancies and organisational case studies. There are small case study vignettes in the main body of the report, but more detailed case studies for each of these are available on the website. The paper sets out the evidence for the linkage between employee engagement and wellbeing, and the consequential impact on individual and organisational performance. It is written for an audience of Chief Executives and HR Directors as well as wellbeing and employee engagement specialists – whether they may work in-house or as external consultants. That said, it is hoped this will be a useful paper for all managers and leaders, regardless of whether they work in public, private or not-for-profit sectors, and regardless of organisational size.

Links: <http://engageforsuccess.org/the-evidence-wellbeing-and-engagement>
<http://engageforsuccess.org/>

Well-being at work : A review of the literature

New Economics Foundation : 2014

Through a rapid review of the academic literature in this field, NEF's Centre for Well-being has summarised the strongest evidence regarding the factors that influence well-being at work, along with possible implications for employers, and examples of how some of the organisations leading the way in terms of fostering well-being at work are addressing these implications. This report presents the evidence-base of the drivers of well-being at work as well as its positive impacts. It also explains how this evidence has been used to create the Happiness at Work survey, a new interactive employee survey tool that assesses the strengths and weaknesses of teams and organisations in regard to their well-being at work.

Follow the link to access

Links: <http://www.nef-consulting.co.uk/our-services/strategy-culture-change/well-being-at-work/>

The meaning, antecedents and outcomes of employee engagement: a narrative synthesis

BAILEY Catherine; MADDEN Adrian; ALFES Kerstin; FLETCHER Luke; John Wiley & Sons: 2015. *International Journal of Management Reviews* Early View (Online Version of Record published before inclusion in an issue) doi:10.1111/ijmr.12077

The claim that high levels of engagement can enhance organisational performance and individual wellbeing has not previously been tested through a systematic review of the evidence. To bring coherence to the diffuse body of literature on engagement, we conducted a systematic narrative evidence synthesis involving 214 studies that focused on the meaning, antecedents and outcomes of engagement. We identified six distinct conceptualisations of engagement, with the field dominated by the Utrecht Group's 'work engagement' construct and measure, and by the theorisation of engagement within the 'job demands-resources' framework. Five groups of factors served as antecedents to engagement: psychological states, job design, leadership, organisational and team factors, and organisational interventions. Engagement was found to be positively associated with individual morale, task performance, extra-role performance and organisational performance, and the evidence was most robust in relation to task performance. However, there was an over-reliance on quantitative, cross-sectional, and self-report studies within the field which limited claims of causality. To address controversies over the commonly used measures and concepts in the field and gaps in the evidence base, we set out an agenda for future research that integrates emerging critical sociological perspectives on engagement with the psychological perspectives that currently dominate the field.

Links: <http://onlinelibrary.wiley.com/doi/10.1111/ijmr.12077/abstract>

Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory

TRUSS Catherine; SHANTZ Amanda; SOANE Emma; ALFES Kerstin; DELBRIDGE Rick
International Journal of Human Resource Management, 24 (14). pp. 2657-2669 Taylor & Francis: 2013

The development of mainstream human resource management (HRM) theory has long been concerned with how people management can enhance performance outcomes. It is only very recently that interest has been shown in the parallel stream of research on the link between employee engagement and performance, bringing the two together to suggest that engagement may constitute the mechanism through which HRM practices impact individual and organisational performance. However, engagement has emerged as a contested construct, whose meaning is susceptible to 'fixing, shrinking, stretching and bending'. It has furthermore not yet been scrutinised from a critical HRM perspective, nor have the societal and contextual implications of engagement within the domain of HRM been considered. We review the contribution of the seven articles in this special issue to the advancement of theory and evidence on employee engagement, and highlight areas where further research is needed to answer important questions in the emergent field that links HRM and engagement.

Links: <http://sro.sussex.ac.uk/47895/>

<http://www.tandfonline.com/doi/abs/10.1080/09585192.2013.79892>

Mindfulness : What it is, the benefits, and how it can be applied in the workplace

HALL Liz

Institute for Employment Studies : 2015 *IES HR Network Paper*

Mindfulness has been around for more than 2,500 years, with roots in Buddhist teachings amongst others, although there is a tradition of contemplation in all the major religions. However, recent years have seen mindfulness practices spread to many secular contexts, including the workplace. This briefing paper explores what mindfulness is and potential benefits for organisations and their employees, and offers guidelines for creating a more mindful workplace, plus a helpful list of resources.

Links: <http://www.employment-studies.co.uk/resource/mindfulness>

Presenteeism: A review of current thinking

GARROW Valerie

Institute for Employment Studies : 2016 *IES Report*

"As organisations continue to try to achieve more with less, develop leaner systems and greater efficiency, the toll it takes on employees' mental and physical health has climbed the agenda. Increased presenteeism – employees who attend work whilst ill is one possible outcome of the pressure on organisations to remain competitive and boost productivity. The evidence suggests that presenteeism is both more prevalent than absenteeism, and, unlike sickness absence, is also significantly related to performance. In the long term, presenteeism may also be more damaging for employees' health, morale and productivity. The promotion of a healthy workplace should therefore drive down both absenteeism and presenteeism, rather than one at the cost of the other. This report is based on an overview of research and current thinking in the field."

Links: <http://www.employment-studies.co.uk/resource/presenteeism-review-current-thinking>

Drivers and outcomes of work alienation: reviving a concept

SHANTZ Amanda; ALFES Kerstin; TRUSS Catherine; SOANE Emma

Sage 2015. *Journal of Management Inquiry* October 2015, vol. 24, no. 4, pp. 382-393.

This article sheds new light on an understudied construct in mainstream management theory, namely, work alienation. This is an important area of study because previous research indicates that work alienation is associated with important individual and organizational outcomes. We tested four antecedents of work alienation: decision-making autonomy, task variety, task identity, and social support. Moreover, we examined two outcomes of alienation: deviance and performance, the former measured 1 year after the independent variables were measured, and the latter as rated by supervisors. We present evidence from a sample of 283 employees employed at a construction and consultancy organization in the United Kingdom. The results supported the majority of our hypotheses, indicating that alienation is a worthy concept of exploration in the management sciences.

Links: <http://sro.sussex.ac.uk/53153/>

Links: <http://jmi.sagepub.com/content/24/4/382>

Making the Mindful Leader: Cultivating Skills for Facing Adaptive Challenges

HUNTER Jeremy; CHASKALSON Michael;

Wiley-Blackwell : 2013 Wiley-Blackwell Handbooks in Organizational Psychology

In: Leonard, H. Skipton , Lewis, Rachel , Freedman, Arthur M. and Passmore, Jonathan, (eds.) *The Wiley-Blackwell handbook of leadership, change and organizational development*. Chichester, U.K. : John Wiley & Sons.

Adaptive challenges call upon leaders to grow towards more sophisticated ways of seeing and thinking, acting and relating. This chapter describes in detail what mindfulness is, explores how it might be beneficial to leaders, and examines how a seemingly simple practice can elicit potentially profound results. Adaptive leaders need to cultivate the skills of managing themselves if they are to skilfully work with others to meet the challenge of adaptive problems. Before we can closely explore how mindfulness can help leaders, it is important to understand the general human condition that mindfulness addresses. The chapter explores recent findings on mindfulness and the implications they have for more effective leadership. It discusses the impact of mindfulness training on leadership stress, emotional reactivity, attention and working memory, perception and cognition, empathy, decision-making, and innovation. Finally, it presents an investigation of the mechanisms of mindfulness and with suggestions for the direction of further research.

Available as an eBook via EBSCOhost

Links: [eBook via EBSCOhost](#)

<http://onlinelibrary.wiley.com/doi/10.1002/9781118326404.ch10/summary>

<http://jeremyhunter.net/2013/05/mindfulness-and-leadership/>

Transformational Leadership and Psychological Well-being: Effects on Followers and leaders

ARNOLD Kara A; CONNELLY Catherine E

Wiley-Blackwell : 2013 Wiley-Blackwell Handbooks in Organizational Psychology

In: Leonard, H. Skipton , Lewis, Rachel , Freedman, Arthur M. and Passmore, Jonathan, (eds.) *The Wiley-Blackwell handbook of leadership, change and organizational development*. Chichester, U.K. : John Wiley & Sons.

This chapter describes research focused specifically on the relationship between transformational leadership behaviours and employee psychological well-being. It summarizes the literature that examines how transformational leadership behaviours affect leaders' psychological well-being. Currently, the transformational-leadership literature focuses on the impact that transformational leadership in supervisors has on their followers: their performance, their job-related attitudes and their well-being. In this chapter, the focus is exclusively on three aspects of psychological well-being: burnout, affect, and mental health. The chapter presents an agenda for future research that focuses on further investigation of moderators and mediators of these relationships and the effects of enacting this style on leader psychological well-being. It addresses methodological issues that relate to this important stream of research. Further research is necessary for the benefit of leaders, their followers, and the organizations in which they work.

Available as an eBook via EBSCOhost

Links: [eBook via EBSCOhost](#)

<http://onlinelibrary.wiley.com/doi/10.1002/9781118326404.ch9/summary>

Leadership and Employee Well-being

DONALDSON-FEILDER Emma; MUNIR Fehmidah; LEWIS Rachel

Wiley-Blackwell :2013 Wiley-Blackwell Handbooks in Organizational Psychology

In: Leonard, H. Skipton , Lewis, Rachel , Freedman, Arthur M. and Passmore, Jonathan, (eds.) *The Wiley-Blackwell handbook of leadership, change and organizational development*. Chichester, U.K. : John Wiley & Sons.

Leadership/people management can impact on employee well-being in multiple ways, from causing stress to enhancing positive well-being and engagement, modelling healthy behaviour, and supporting those suffering ill health, to name a few. This chapter focuses particularly on three aspects of the leadership-employee well-being relationship: how leadership affects employee stress levels and exposure to psychosocial hazards; the relevance of leadership for sickness absence and facilitation of employee return to work following long-term sickness absence; and the role of leadership in engendering employee engagement. It also reviews the literature regarding leadership development as a mechanism for improving employee well-being. Further research into leadership development looking at well-being outcomes is another potentially rich field, particularly in exploring the complexity of mediating variables and how different formats of development intervention impact on all elements of the picture.

Available as an eBook via EBSCOhost

Links: [eBook via EBSCOhost](#)

<http://onlinelibrary.wiley.com/doi/10.1002/9781118326404.ch8/summary>

Resilience training in the workplace from 2003 to 2014: a systematic review

ROBERTSON Ivan T; COOPER Cary L; SARKAR Mustafa; CURRAN Thomas

Wiley : 2015

Journal of Occupational & Organizational Psychology Sep2015, Vol. 88 Issue 3, p533-562.

Over a decade of research attests to the importance of resilience in the workplace for employee well-being and performance. Yet, surprisingly, there has been no attempt to synthesize the evidence for the efficacy of resilience training in this context. The purpose of this study, therefore is to provide a systematic review of work-based resilience training interventions. Our review identified 14 studies that investigated the impact of resilience training on personal resilience and four broad categories of dependent variables: (1) mental health and subjective well-being outcomes, (2) psychosocial outcomes, (3) physical/biological outcomes, and (4) performance outcomes. Findings indicated that resilience training can improve personal resilience and is a useful means of developing mental health and subjective well-being in employees. We also found that resilience training has a number of wider benefits that include enhanced psychosocial functioning and improved performance. Due to the lack of coherence in design and implementation, we cannot draw any firm conclusions about the most effective content and format of resilience training. Therefore, going forward, it is vital that future research uses comparative designs to assess the utility of different training regimes, explores whether some people might benefit more/less from resilience training, and demonstrates consistency in terms of how resilience is defined, conceptualized, developed, and assessed.

Links: <http://search.ebscohost.com/login.aspx?direct=true&AuthType=cookie,url.ip.uid&db=plh&AN=108542515&site=ehost-live&scope=site>
<http://onlinelibrary.wiley.com/doi/10.1111/joop.12120/abstract>

Managing work life boundaries in the digital age

Ellen Ernst Kossek

Elsevier : 2016. *Organizational Dynamics*, Volume 45, Issue 3, July–September 2016, Pages 258–270.

Special issue: Enabling career success

In this article, the author discusses the challenges leaders face in managing the attention, well-being, and energies of themselves on and off the job, as well as of their subordinates, peers, and teams. It begins with an introduction to managing boundary management styles - a growing career competency for personal and life effectiveness. This is followed by a brief overview of trends making work life boundaries increasingly important for the effectiveness of individuals, organisations, and society. The different types of boundary management styles are then discussed, with an opportunity to diagnose your style, understand its advantages and costs, and consider strategies to increase your boundary control. The article concludes with actions that leaders and organisations can take to foster healthy and inclusive boundary management environments.

Links: <http://www.sciencedirect.com/science/article/pii/S0090261616300705> [open access]

Learning Resource Centre Membership

Key Benefits

- Highly personal service - information searches tailored to individual needs
- Expertise of professional enquiry staff
- Wide range of learning materials – including management and business databases
- Specialist resources in Organisational Development and Consulting, Management and Leadership, Human Resources and Personal Development
- Convenient access – email, telephone, internet or personal visit
- Tranquil environment for study
- Choice of individual or group membership

www.roffeypark.com/lrc



Enjoy Other Roffey Park Facilities

When you visit the Learning Resource Centre, you are welcome to make use of other Roffey Park facilities too:

- Relax in our lounge and beautiful grounds
- Help yourself to complimentary tea and coffee
- Order a sandwich lunch (charged).

For more information on accessing these resources and our enquiry service please see the website or contact Clive or Melanie in the LRC:

www.roffeypark.com/lrc

lrc@roffeypark.com

Telephone: 01293 854052