

Roffey Park Institute

Annual Review 2023-24



ROFFEY PARK
INSTITUTE

Speed, Agility, Adaptability and Transformation

Roger J Leek
Chair



Last year I commented on the constancy of change – our ability and capacity to understand and become the change we wish to see in the world. Reflecting on the past twelve months, it is evident that the world remains relentless in presenting challenges that deeply affect our daily lives. We no longer have stable periods for review, discussion and planning before a new challenge demands our response. Now, we must react in real time, aiming to influence outcomes as they unfold.

The term *permacrisis*, coined in 1975 by Stephen Cohen, describes a prolonged period of instability, confusion and suffering across economic, ecological, social, technical and political dimensions that reinforce each other, making them difficult to overcome. *Permacrisis* was Collins Dictionary's word of the year in 2022, capturing the turbulence we experience today. Winston Churchill's insight "never let a good crisis go to waste" encourages us to view these moments as opportunities for transformation, spurred by creativity, urgency and innovation.

The post-pandemic world order has grown more unstable, marked by disrupted supply chains, high inflation, interest rate hikes, global tensions, environmental disasters, mass migration and generative AI developments that alter how we live and work. We exist in a highly interconnected world where, as the Chinese proverb says, "the flapping of wings of a butterfly can be felt on the other side of the world" is a reminder that even small events can have major, unintended consequences.

How Does This Apply to Roffey Park?

In parallel with our clients, we are conducting a deep review of what, how and where we provide support, and deliver services and products, to enable effective and collaborative transformation. Our work is ongoing to ensure our approach is substantive, flexible to handle uncertainties, innovative in its solutions and technologically enabled with AI.

Reflecting on the past year, we faced significant challenges. The Executive Team set ambitious goals to increase revenue and generate a surplus. Unfortunately, we did not meet these targets due to contract phasing and slow market response to investing in people and organisational development, resulting in a deficit.

However, we established Roffey Park Consultancy to work closely with organisations' leadership teams on operational challenges, co-designing solutions through our OD, Research and Thought Leadership practices. Additionally, Roffey Park Ireland (Roffey Park Europe, RPE) has successfully established itself in the public and private sectors, setting the stage for expansion into Europe and the Middle East where new opportunities are emerging.

Our Roffey Park site in Horsham (Roffey Park Venue) continues to perform well as a conference and events centre, receiving excellent feedback from participants and B&B guests.

While this year has proven more challenging than anticipated, it demonstrates the constancy of change we face professionally and personally. Roffey Park must model the adaptive transformation we advocate for our clients, a "physician, heal thyself" approach.

Vision for 2028

Our vision for 2028 remains steadfast, though progress is slower than expected. As I shared last year, this vision involves exploring future practices, designing innovative solutions and leveraging AI to enhance learning and understanding, improving the world of work, regardless of role, position, location, or status. Roffey Park's reinvention will not be limited by its past but driven by the opportunities that emerge from our deep understanding of organisational and human dynamics.

Achieving this vision requires us to generate a surplus to invest in new programmes, content and delivery methods. Forming new strategic partnerships will foster synergies and provide best practices for our clients. Operational efficiencies will be embedded to improve our service delivery to participants worldwide. Every action we take must advance our mission to break down workplace barriers, fostering environments that support growth and success.

Acknowledgments

I extend my gratitude to Dr Arlene Egan, CEO, and all our people who make a positive impact on those they work with and serve every day. Roffey Park's identity is shaped by their dedication. I also thank the Board of Trustees for their time, commitment and contributions to our organisation. A special welcome to Steve Clayton as Finance Trustee and Chair of the Audit and Risk Committee, bringing valuable international financial expertise from both the commercial and charity sectors.

Finally, my heartfelt thanks go to our clients and participants, whose continued trust in Roffey Park's approach, allows us to journey together in transforming the way we work – for the benefit of all.

Valuing organisational development in a landscape of competing priorities

Dr Arlene Egan
Chief Executive



2023/24 was a more challenging year for Roffey Park Institute. The impact of years of cost challenges, high inflation, staff retention issues, uncertain business models and volatility in the supply chain put a strain on many organisations around the globe. The trend for organisational development this year appeared to be at either end of the spectrum, either immersing in large-scale transformation projects or not engaging in learning, development, or consultancy at all. For many small and medium enterprises (SMEs) and even some bigger and established organisations, cash flow, forecasts and uncertainty in the markets caused a negative ripple into the investment spend for their staff. This of course affected Roffey Park. As our strategy is firmly focused on protecting our client base as well as growing that client base, 2023/24 was a challenging year for growth.

To mitigate and in line with the strategic direction set in 2022, a new consultancy solution was launched in January 2024. Over the following six months, this solution began to grow modestly. Client satisfaction has been reported as strong and our ambition is to double the revenue of this new business stream in 2024/25. We have also invested in our marketing, specifically to enhance our website, which is a primary communication and sales tool for the organisation. We have also hired marketing expertise to create an uplift in our marketing reach and grow our client base and ultimately our pipeline.

Having set the financial and non-financial direction for 2023/24, it has been disappointing to not achieve our financial targets. Lessons have been logged and new thinking has been applied to 2024/25. Despite this, as an organisation Roffey Park Institute has made massive strides on its transformation journey. Technology has been enhanced to best in class and to the point where clients are asking us for advice and help. People are energised, committed and engaged, with attrition and absence rates well below the norm. Our corporate governance and risk management continue to evolve and ensure the safety of Roffey Park systems, and that administration is conducted to the highest level. Sales processes and systems have been refined and are helping to guide data-based decision-making into the future.

By the end of 2023/24 the Executive Team is reduced and there has been more support and autonomy given to the management strata in the organisation. This allows for faster decision-making, clearer communication pathways and a deeper understanding of the strategic and operational imperatives. The management community was actively involved in corporate planning for the next financial year; this

is a practice that will be retained going forward. Our staff and Associates continue to create and deliver innovative designs and overall client excellence. We are using technology and simulations in new ways to enhance participant experience. We are now in a position to generate meaningful data to guide decision-making and ensure that we engage in continuous improvement processes that serve the needs of our client base.

Despite not reaching the ambitious growth targets we had set in 2023/24, Roffey Park continued to work with an amazing client base, in geographies all around the world. We genuinely value our clients and work to continue to create impactful, relevant solutions to help them deliver what matters. We also began to work on exciting projects with new clients, who we are delighted to welcome into our community. 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.



Roffey Park Ireland

Roffey Park Ireland (known as Roffey Park Europe or RPE) is a wholly owned subsidiary of Roffey Park Institute. It comprises of a small team and this year saw revenue grow to almost double year-on-year. The focus of RPE is the Irish and EMEA markets, with the current client base representing 90% Irish, 10% European clients. Work has begun to explore the Middle East and 2024/25 will see a sharper focus in that area. In November 2023, RPE relocated from its office in Sandyford Dublin to our new home at 28 Fitzwilliam Place, in the heart of Dublin city centre. This decision was taken to reflect the fact that many of our clients are based in the city and this location provides better access to events, networks and opportunities. The Associate network for RPE has grown this year as the result of a targeted campaign and all members of this community are active and engaged, which is reflective of the Roffey Park Associate community at large.

Roffey Park Services

Roffey Park Services is the second wholly owned subsidiary of Roffey Park Institute. It comprises the staff who run the venue at Roffey Park Horsham. 2023/24 was a positive year as activity in the venue continued to grow. Revenue grew by 12% over the previous year. Accommodation revenue rose as a direct result of a targeted campaign to increase occupancy levels, which will be continued into the next financial year. Income directly associated with Roffey Park clients increased by 55% on the previous year.

The management team remained the same throughout the period and this undoubtedly had a positive impact on our continued growth. We now have 36 employees working a mixture of full and part-time roles.

Our products are well received with excellent reviews on all social sites and independent reviews. We concentrate on knowing what we do well, try to deliver it consistently at a fair price and a reasonable margin, manage our costs and retain and grow our client base. Look after them and see them more often. It's a simple formula but one that works very well for us.

We now have a very large and varied client base drawn from all sectors. Clients are generally from the south east with headquarters within a 25-mile radius of us. However, we are focused on growing our reach outside that particular catchment area. This year, we organised over 950 separate events, from a meeting room for six to a two-week residential course.

The target clients for RPS are organisations undertaking some sort of training, with corporate meetings and events coming a distant second and third. Surplus accommodation now accounts for over £200k. Our serviced offices are 100% occupied and a strong community is developing across this client base. In 2024 we will target the underused periods of Friday to Sunday. We are already open for more than 30 weekends a year and will continue to grow this part of the business. There has begun a huge concentration on organisations wanting only to work on Tuesdays to Thursdays, so we need to work hard at maximising the income and average spend here whilst promoting the off-peak

periods. We continue to offer favourable rates to charities and local community clubs. That said, the Red Cross, the Salvation Army and the Samaritans are amongst our top 10 clients. We are members of several local business networks, the Gatwick Diamond Business Club being the largest and most influential, and host or visit their events regularly.

The grounds are very well maintained, and the revitalised kitchen garden is a point of interest for clients and produces some nice home-grown produce for the kitchen. We predict that 2024/25 will bring more of the same and have budgeted for double-digit growth and end with a small surplus after all costs have been paid.



Content and Events

2023/24 was a busy year for events. In October 2023 Roffey Park held our inaugural Organisational Development Conference. The event saw a range of keynote speakers with extensive and diverse OD experience. The MC for the two days was Neil Mullarkey, who brought a sense of fun and ease to the proceedings. The conference was attended by over 60 participants, primarily from the UK, however, Europe, Asia and the Middle East were also represented. Proceeds from ticket sales were used to fund our research across the year.

Our webinar events, "Navigator", which we ran for free each month, saw attendee numbers varying between 70 – 350, depending on the event. The topics focused on organisational development issues, leadership ideas, and workplace trends, and presented our own research also. In the coming year, Navigators will be held every second month and will be based on a range of topics, which we have gathered through market research.

In May 2024, a client dinner was held in Dublin by RPE, which brought a mix of current and new clients to meet in the beautiful setting of 25 Fitzwilliam Place. A keynote was given by Sile Walsh and round table discussions were held over dinner. This event proved to be very useful for sharing more information about Roffey Park and for building great connections.

We have a small and very energetic team of content writers, who worked on a wide range of articles and blogs for the year with the support of another member of Roffey Park. Across the year we published the following on various social media platforms:

- 1 What can organisations learn from England's new strategy to penalty shootouts?
- 2 The Impact on Leadership During Turbulent Times
- 3 A Consultant with a Heart
- 4 Putting people first – International Workers Day 2024
- 5 How can Development and Assessment centres support organisations following a merger or acquisition?
- 6 Assessment and Development Centres explained
- 7 Inspire Inclusion this International Women's Day
- 8 Staff Spotlight: Ciara Halloran
- 9 Complexity 101
- 10 Staff Spotlight: Brian O'Mahony
- 11 Leading From Love
- 12 Building Trust in the Workplace
- 13 Toxic Culture in the Workplace: What Can We Do?
- 14 Understanding Organisational Agility
- 15 Women in OD
- 16 The DNA of Personal Effectiveness
- 17 Changing Global Context of the Expert leader
- 18 Coaching and Delegating Skills – manage priorities & create growth opportunities
- 19 Influencing Behaviour Change as a Leader

In the coming year, we will maintain our focus on content and further our production of white papers and research topics.

Finally, this year Roffey Park Institute was nominated in two categories at the Gatwick Dimond Business Awards. Roffey Park Institute won the award for Best Flexible Working Practice and was runner-up in the category for Customer Delight.



Masters in Organisational Development and People

Masters in Organisational Development and People

2023/24 saw two Masters cohorts complete and graduate. Once again this programme is proving to attract international and UK domestic participants, which therefore offers an experience unlike any other. The programme is supported by an international team of Associates who work alongside the Roffey Park Academy team and together deliver very

personal and extremely effective support to participants. The quality of the dissertations produced by the participants was commended by our awarding body and the topics are all highly relevant to current organisational development practice. The next cohort started in October 2024.

Strategic partnerships

Over the past two years, we have been collaborating with complimentary service providers to bring different types of experiences to our participants. Specific examples of how these collaborations work can be seen in the case of Healthy Place to Work with whom we formally began collaborating this year.

Currently, we are co-developing programmes for practitioners and managers that address skills development through the lens of health and wellbeing, which will be available in 2025. Also, we have co-delivered very interesting work across multiple jurisdictions with our dynamic simulation partner

Immersive Edge. These specific programmes use innovative business simulations created by Immersive Edge to provide experiential learning for participants; Roffey Park then applies expertise in facilitation, which together delivers a unique and impactful learning experience.



Technology and AI

During this year, we ran a major transformation project on our learning management system. Until this year our system and platform were passive and were not focused on driving participant engagement or learning autonomy. This year, through the commitment of all Roffey Park staff and a dedicated IT and project team, we now have a new learner experience platform, which showcases best-in-class design. Through this work, we have been able to elevate our learner experience across our programmes (where relevant) and allow enhanced interaction, evaluation and continuous improvement. There is AI embedded in our platform that creates better efficiencies from an administrative perspective and learns about participant experiences so that each programme iteration can be enhanced.

During this year we also launched a new website, with the availability of e-commerce. This project was completed with the assistance of an outside agency and the new website has already been successful in attracting higher levels of

users. We also took the strategic decision to change the domain back to RoffeyPark.com, which is more reflective of the international corporate space we find ourselves operating in.

ESG

Roffey Park has been dedicated to delivering on our key environmental, social and governance metrics. All Roffey Park staff are aware of what we are doing for ESG and how we are being evaluated. Once again, this year RPS has retained the ISO14001 accreditation in Environmental Management Systems and, on inspection by the Environmental Health Officer (EHO), achieved 5 stars for food safety management. The coming year will see a deliberate plan for Roffey Park and its subsidiaries to develop their individual ESG plans and reports, to ensure that we are identifying opportunities to deliver sustainable ESG practices.



Gender Pay Gap

This exercise was completed on 31st July for a total of 83 employees across RPI (including RPE) and RPS and are all considered 'relevant employees'. We are not required to report on our Gender Pay Gap results as we employ less than 250 staff, however, the correct procedure was followed to produce our data, in terms of hourly pay, mean and median pay levels, the relevant percentage gaps and pay quartiles.

The calculation for hourly rate was the total annualised hours available divided by the annual salary.

For the purpose of the report, the following calculations were completed:

- Overall organisation
- By division
- By department
- By diversity
- Pay quartiles

The GOV.UK procedures for gender pay gap reporting state that: "Your figures will usually be either a positive or negative percentage. A positive percentage shows that women have lower pay or bonuses than men in your organisation. A negative percentage shows that men have lower pay or bonuses than women in your organisation. A zero percentage shows that there is equal pay or bonuses between men and women in your organisation."

Division	Gender	Upper Quartile	Upper Middle	Lower Middle	Lower Quartile
RPI/RPS	Female	12	12	16	12
	Male	9	9	6	7
	Female	14.45%	14.45%	19.30%	14.45%
	Male	10.84%	10.84%	7.22%	8.43%
RPI	Female	7	7	8	11
	Male	5	5	4	2
	Female	14.30%	14.30%	16.30%	22.50%
	Male	10.20%	10.20%	8.20%	4.10%
RPS	Female	4	5	5	5
	Male	5	3	4	3
	Female	11.80%	14.70%	14.70%	14.70%
	Male	14.70%	8.80%	11.80%	8.80%

Division	Gender	No	Total Hourly Rate	Mean Hourly Rate	Median Hourly Rate	TOTAL
RPI/RPS	Female	52	£1,180	£23	£16.00	
	Male	31	£713	£23	£19.00	83
				Gender pay gap	0.00%	16%
RPI	Female	33	£926	£28	£20	49
	Male	16	£496	£31	£28	
				Gender pay gap	9.60%	28.50%
RPS	Female	19	£254	£13	£12	34
	Male	15	£217	£14	£13	
				Gender pay gap	7.10%	7.70%

Conclusions

Line managers have been included in the departmental breakdowns.

- There are 22 members of management and 61 members of staff.
- There are four departments with a gender pay gap in favour of females.
- There are five departments with a gender pay gap in favour of males.
- A pay gap of +/-5% is considered acceptable and therefore highlighted in green in the calculations.

It therefore follows that had we included pre-salary exchange figures, the reported gender pay gap would likely be within acceptable limits, if not at 0% or in a negative percentage.

To that end, we have no concerns about our gender pay gap and feel that no further action is required.

As per the guidelines, the salaries are reflective of the salary exchange scheme, i.e. the gross salary after salary exchange has been used. We have the following staff as part of the salary exchange scheme:

- 21 females in RPI and 3 in RPS
- 10 males in RPI and 3 in RPS

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 5 December 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 well-being of people at work.

Summary Consolidated Statement of Financial Activities For the Year Ended 31 July 2024

	2024	2023
Income	8,065	8,145
Expenditure	8,460	8,659
Net Expenditure	(395)	(514)
Summary Consolidated Balance Sheet at 31 July 2024		
Fixed assets	2,011	305
Current assets	1,908	4,081
	(1,729)	(1,801)
Creditors: amounts falling due within one year	0	0
	2,190	2,585
Total unrestricted funds	2,190	2,585

Our People

Board of Trustees and Directors

Drawn from Members of the Institute
Andy Bailey
Dr Pavica Barr
Delroy Beverley+
Al Bird
Steve Clayton
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
Steve Clayton*
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
Nigel Dean+
Simon de Winter
Sheetal Jaywant
George Kunnath
Suzie Thompson

Faculty

Ben Baginsky
Inti Cheung
James Choles
Roy Clarke
Simon Coker
Emma Du Parcq
Ciara Halloran

Associates

Hannes Alton
Natalia Alvarez
Clare Amos
Manish Arneja
Tom Bamber
Claire Barraclough
Paul Blair
Tracey Bovingdon
James Brooks
Lynda Brooks
Aisling Callaghan
Ciaran Casey
Andrew Constable
Ian Cornelius
Nick Coyle
Mary Cross
Harri Demetrios
Debbie Dillon
Maura Dolan
Susan Duggan
Benedict Eccles
Chibuzo Ejiogu
Matt Evans
Helen Farrington
Fiona Flynn
Roshini Ganesan
Simon Gott
Michael Greenhalgh
Amanda Harrison

Anne Hudson
Ken Ingram
Andy James
Nick Jeffery
Ana Karakusevic
Mike Kennard
Cathy Korn
Alison Lewis
Anna Linley
Adrian Lock
Joe MacAree
Gary Morgan
Moirra Nangle
Karen Ng
Jeffrey Ong
Rebekah O'Rourke
Suzanne Penn
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
John Woodward-Roberts
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 31st July 2024.
Executive Team and Faculty staff as at 31st July 2024.
Associates who undertook work for us during the financial year ended 31st July 2024.



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

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

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