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Planning

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Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5ARTP	Contributing to Resourcing and Talent Planning	1.1	People Services Strategy	EV01		
5ARTP	Contributing to Resourcing and Talent Planning	1.1, 1.3	Time Out With William training handout	EV02		
5ARTP	Contributing to Resourcing and Talent Planning	1.1, 1.3, 2.1	Flow Career Path	EV03		
5ARTP	Contributing to Resourcing and Talent Planning	1.1, 1.3	PDP Template	EV04		
5ARTP	Contributing to Resourcing and Talent Planning	1.1, 3.3	Recruitment and Selection Policy	EV05		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Careers page on the Bluestone website	EV06		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Bluestone Careers Facebook page	EV07		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Reward and Recognition Policy	EV08		

5ARTP	Contributing to Resourcing and Talent Planning	1.2, 1.3	HR Report showing attrition	EV09		
5ARTP	Contributing to Resourcing and Talent Planning	1.2, 1.3, 2.1	Annual Survey results	EV10		
5ARTP	Contributing to Resourcing and Talent Planning	1.2, 1.3	HR Report showing reasons for leaving	EV11		
5ARTP	Contributing to Resourcing and Talent Planning	1.2	Bluestone employee demographics	EV12		
5ARTP	Contributing to Resourcing and Talent Planning	1.2, 1.3	HR Report showing lead times on filling vacancies	EV13		
5ARTP	Contributing to Resourcing and Talent Planning	1.2	Local demographics	EV14		
5ARTP	Contributing to Resourcing and Talent Planning	1.2	Pay comparisons	EV15		
5ARTP	Contributing to Resourcing and Talent Planning	2.1	Bluestone's page on Indeed	EV16		
5ARTP	Contributing to Resourcing and Talent Planning	3.1	Email regarding the need to recruit housekeepers	EV17		
5ARTP	Contributing to Resourcing and Talent Planning	3.1, 3.6	Headcount of housekeepers	EV18		
5ARTP	Contributing to Resourcing and Talent Planning	3.2	Action plan	EV19		

5ARTP	Contributing to Resourcing and Talent Planning	3.2, 3.4	Email regarding the door drop	EV20		
5ARTP	Contributing to Resourcing and Talent Planning	3.2	Emailing regarding organising job centre events	EV21		
5ARTP	Contributing to Resourcing and Talent Planning	3.2, 3.4	Poster advertising Seasonal Bed Maker role	EV22		
5ARTP	Contributing to Resourcing and Talent Planning	3.2	Email regarding radio adverts	EV23		
5ARTP	Contributing to Resourcing and Talent Planning	3.3	Housekeeping interview form	EV24		
5ARTP	Contributing to Resourcing and Talent Planning	3.4	Email regarding recruitment budget	EV25		
5ARTP	Contributing to Resourcing and Talent Planning	3.4	Refer a friend poster	EV26		
5ARTP	Contributing to Resourcing and Talent Planning	3.4	Email liaising with payroll	EV27		
5ARTP	Contributing to Resourcing and Talent Planning	3.4	Poster used for door drop	EV28		
5ARTP	Contributing to Resourcing and Talent Planning	3.4	Email regarding job centres	EV29		
5ARTP	Contributing to Resourcing and Talent Planning	3.4	Powerpoint used in job centre events	EV30		

5ARTP	Contributing to Resourcing and Talent Planning	3.4	Job description created for the new Seasonal Bed Maker role	EV31		
5ARTP	Contributing to Resourcing and Talent Planning	3.4	Facebook advert for the Seasonal Bed Maker role	EV32		
5ARTP	Contributing to Resourcing and Talent Planning	3.5	Email with feedback about getting actions done in time	EV33		
5ARTP	Contributing to Resourcing and Talent Planning	3.5	Email with feedback about a poster I created	EV34		
5ARTP	Contributing to Resourcing and Talent Planning	3.5	Email with feedback about the number of new applicants	EV35		
5ARTP	Contributing to Resourcing and Talent Planning	3.6	Updated headcount after recruitment campaign	EV36		
5ARTP	Contributing to Resourcing and Talent Planning	3.6	Email from Head of HSK thanking everyone for their help in the recruitment campaign	EV37		
5ARTP	Contributing to Resourcing and Talent Planning	3.6	Email from Director of HR about campaign	EV38		

LO1: Be able to review and evaluate an organisation's approach to talent planning

Personal Statement

1.1. Assess how and to what extent the organisation undertakes workforce and talent planning.

The aim of talent planning is to ensure that the right people, with the right skills, are in the right place at the right time (Wilkinson and Taylor, 2016). This involves attracting new employees and developing and retaining existing employees. Bluestone aims to attract and recruit individuals that enable a skilled and competent workforce to be developed, to ensure there is an appropriate approach to employee reward and recognition, to improve employee relations and to develop a competent and engaged workforce. These strategic aims make up the People Services Strategy (EV01). People Services is made up of Human Resources and Learning and Development, who work together to make sure staff are recruited, retained and have the right skills and attributes.

The People Services Strategy links to the overall values of the business; one of Bluestone's main values is being 'people centric', meaning that it puts people before product and profit (EV02). CIPD (2019a) note that one of the biggest factors in attracting candidates to an organisation are the organisation values reflecting their own values. This will also help to retain employees, as an organisation who puts people first is more likely to have a lower turnover rate.

Being a 'people centric' organisation, Bluestone aims to develop staff so they are competent and have the skills to progress. CIPD (2017) notes that learning and development activities are great ways of both attracting and retaining talent. All employees at Bluestone have a 'career path' on the learning and development system, which logs the training they have done (EV03). Every employee has an appraisal meeting which involves creating a personal development plan so that they can understand their strengths and their development opportunities, which can help them to develop their skills and progress (EV04).

Bluestone has a Recruitment and Selection policy (EV05) which sets out how the organisation attracts and selects their new employees. As part of their recruitment plan, Bluestone advertises their vacancies through their own website and social media. Advertising through company resources such as the organisation's website and social media pages can be effective as it is inexpensive and reaches a mass audience, often targeting certain groups (CIPD, 2020a). The careers page consists of current vacancies, meet the team, quotes from staff, rewards and benefits, learning and development, HR awards, and apprenticeship opportunities (EV06). This gives prospective employees an idea of what the business is like to work for. The Facebook page (EV07) is also used to advertise new vacancies and share employee stories and resort updates. However, the website and Facebook page does not always get noticed so should be used alongside other methods such as advertising on job boards. We therefore use Indeed to advertise our vacancies but use their free service rather than paying for featured job adverts or a branded page.

To help attract and retain staff, organisations should offer a benefits package which will appeal to employees; this allows the organisation to be more competitive in a tight labour market (CIPD, 2020b). Bluestone has a Reward and Recognition Policy (EV08) which covers the annual ACE awards, where staff get recognised for their achievements. However, there are numerous other benefits such as staff discounts, use of some facilities, staff points and more that are not included in the

policy. These benefits entice staff to work at Bluestone and encourage existing employees to remain working with us.

Therefore, these internal resourcing and talent planning activities help Bluestone to have the right people with the right skills in the right place at the right time (Taylor and Wilkinson, 2016).

1.2. Analyse internal and external information relating to the organisation's future people and skills needs and the availability of talent.

It is important for organisations to forecast demand and supply, as stated by Taylor and Wilkinson (2016). There are several methods to assess an organisations demand and supply needs, which include internal and external analysis.

Organisations should analyse turnover rates in order to foresee the demand in recruitment needs and therefore not have any gaps in filled job roles. Every month, HR report on the turnover rates at Bluestone; this is known as the attrition report which forms part of the overall monthly HR report (EV09). This suggests that Housekeeping and Food and Beverage have a high turnover, and therefore these roles require regular recruitment.

For medium and large organisations, it is important to gain feedback from staff in the form of a survey. A proven survey is the Gallup (2019) survey. This is based on over three decades of research into behaviours of employees, identifying twelve key questions that should be asked to best understand employee engagement and predict individual and team performance. Bluestone uses these questions to form quarterly pulse surveys and an annual survey. An executive summary (EV10) is then communicated to the management team so improvements can be made; this would hopefully lead to a more engaged workforce which would decrease the resourcing demand. This summary suggests retention could decrease due to pay, and attraction could be more difficult as less employees were likely to recommend Bluestone as a place to work compared to the previous year.

As part of the monthly HR report, Bluestone identifies the reasons people exit the business. This data can also be used to forecast demand for new roles. EV11 shows the reasons people left the business in January 2020, which discounts seasonal leavers and those who were dismissed. This shows the main reason people resign is because of a career change, which could be linked to many job roles being perceived as a 'stop-gap'.

Bluestone also looks at the demographics of the existing workforce in order to assess the potential demand for resourcing. CIPD (2019b) notes that analysing the current and potential workforce is a key part of the workforce planning process. EV12 shows the employee demographics of Bluestone which includes the gender and age breakdowns. This data can be used to forecast potential vacancies due to retirement and can also help to target certain groups when implementing recruitment campaigns. Bluestone has a high number of young staff, which could suggest employees are likely to be building their career; however, this is usually because numerous job roles are suitable for students and people gaining experience before moving on.

To assess the available resources that can be supplied to meet demand, organisations can look at external data. The labour market can give organisations a good insight into how difficult it might be

to recruit, depending on whether the organisation is in a tight or loose labour market (Taylor and Wilkinson, 2016). Overall, ONS (2020) reports that employment in the UK is at a record high which would result in a loose labour market; however, this could be affected due to the current coronavirus crisis. Bluestone has a diverse range of job roles, so there are several labour markets within the business. For example, there is a loose labour market in Guest Services and Housekeeping roles but a tight labour market in roles requiring specialist skills such as IT and chefs (People 1st, 2017). EV13 shows the number of weeks it took to fill certain roles, with the Web Developer role taking considerably longer. Bluestone also keep an eye on the local labour market and demographics, EV14 was shared amongst the team as it shows that only 5.7% of the Pembrokeshire population are looking for work, with 22.7% of the population being economically inactive. However, 14.8% of employee jobs are within the tourism sector.

HR Grapevine (2017) notes that organisations should have competitive salaries in order to make staff feel valued, to retain and attract staff, and to gain a return on investment. Therefore, I looked at external data to compile a pay comparison audit which benchmarked Bluestone rates of pay against other local and national organisations (EV15). This resulted in a pay increase for many job roles which will lead to the retention of staff and will make Bluestone a more attractive employer.

Therefore, there are several internal and external information sources that are used by Bluestone to assess the organisation's future people and skills needs and the availability of talent. Due to the local demographics and labour market, it is imperative for Bluestone to develop staff and retain them in order to future-proof the workforce.

1.3. Assess the extent to which the current organisational planning activities are addressing potential needs.

Bluestone's People Services Strategy helps to attract and retain employees which should therefore reduce any gaps in resources. From assessing both the internal and external sources of data that Bluestone collates, I believe there is a good approach to undertake workforce and talent planning as well as considering future demand and supply of talent. However, there could be improvements made in certain areas of talent planning.

Overall, Bluestone monitors the data linked the talent planning with monthly HR reports that identify attrition rates, reasons people exit the business, absence analysis and lead time for filling vacancies (EV09, EV11, EV13). This helps to understand potential resource gaps in the future. Bluestone also has regular staff surveys to understand how engaged their employees are which can help shape the attraction and retention plan (EV10). There are extensive benefits and the recruitment is often successful with many roles having a lead time of just two weeks.

The values outlined in EV02 state that Bluestone is 'people centric', and therefore puts people before profit. However, this can be argued as EV10 shows comments from employees include that they are not communicated with, feel that their job is insecure, and unfairness in career progression. Cluley (2018) reports that values have the potential to make a substantial difference and should not merely be printed as posters.

At Bluestone there is a focus on career progression and developing skills (EV03), however due to the diversity of the organisations there is not a standard career path for each job role, with many employees taking side steps across different departments. Therefore, standard career paths are not recorded and the career path implemented is more of a record of completed training and development activity. However, appraisal meetings involve implementing a PDP (EV04) so this can help plan people's development and progression. This could be further developed into a skills audit for the organisation, which would help the organisation make better use of employees' skills, especially where those skills are in high demand (CIPD, 2018).

Hospitality is not always seen to be a solid career choice, with just 17% of parents viewing it positively as a career choice for their children (Big Hospitality, 2017). Therefore, Bluestone needs to address this by doing further community outreach programmes.

From assessing external information there is a tight labour market in the area, especially for the roles requiring specialist skills. Some roles within Bluestone have a high turnover but they operate within a loose labour market, whereas other roles operate in a tight labour market but have a low turnover rate. Therefore, recruitment strategies differ between departments making talent planning slightly more complicated. Therefore there must be an attractive pay and benefits package to entice new candidates, and staff should be retained. If there was an increased budget for recruitment, it would allow for more advertising for the roles that are more difficult to recruit for and more attention could be paid to the employer brand.

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LO2: Be able to recommend ways to improve an organisation's approach to talent planning

Personal Statement

2.1. Make reasoned recommendations for how the organisation can maintain an appropriate number of people with the skills required by the organisation.

From assessing the extent to which the current organisational planning activities are addressing potential needs, there are several recommendations that can be made to ensure there are the right number of people with the right skills at the right time.

Survey results contradicted the values of Bluestone as an employer, which is that it is 'people centric' and therefore puts people before profit. In some instances, such as the benefits offered to staff, this is the case. However, there is not a unified approach when it comes to business decisions. The staff survey results (EV10) showed poor scores in communication, job security and fairness within career progression. Therefore, to live the values Bluestone should work towards communicating better with employees. CIPD (2020) notes that effective communication is a critical part of employee engagement and contributes towards performance, retention, and wellbeing. Zappos (2017) is well-known for being an employer of choice in the US and one of their core values is

to build open and honest relationships with communication. Forbes (2020) reported that only 23% of organisations live their values, but Zappos' core values are not just words and are embedded into everything they do. This has resulted in excellent employee engagement and increased performance. Therefore, Bluestone could expand their employer values into a clear and detailed policy.

Although each employee has a career path (EV03), the current system only records training and development activities that are complete. Therefore, it does not outline an end goal and how to get there. SHRM (2020) identifies the benefits of using career paths, including retaining key workers and younger workers, differentiating itself from labour market competitors, and decreasing turnover. HR Magazine (2014) reported that Northumbrian Water implemented a career development plan called 'Our Way, Your Direction', which helped their employees think about their careers through opportunities, secondments and project assignments being available. Therefore, Bluestone could implement a career path which includes opportunities to move across into different departments and work on new projects.

Looking at external data, it was apparent that hospitality is not seen as a valued career. Therefore, Bluestone could put more resources into community outreach programmes to target school pupils and their parents. Foskett et al (2016) notes that it is important for hospitality businesses to nurture future talent using visits, tours, projects, and campaigns. This could be combined with work experience opportunities for those interested in the sector. RBS host work experience students and reported that it helped encourage young people to consider a career in banking (Workfinder, 2020); this could therefore address skills gaps that exist within Bluestone.

Paying attention to employer brand is particularly useful when there are skills shortages and where organisations are competing for talent (CIPD, 2019). There is an increased use in social media and online apps to look for job vacancies, so it would be beneficial for Bluestone to spend resources on showcasing the employer brand online. For example, paying for a branded page on Indeed. Through a report on Bluestone's recruitment platform, I can see that 28% of applicants see our roles advertised on Indeed. However, the page is not branded and has some poor reviews (EV16) so new applicants might not have a good impression of Bluestone and would be less likely to understand the values and benefits. Therefore, I would need to get buy-in from managers to put this in place. King's Cross NHS Trust initially had difficulties gaining executive buy-in, however their project to develop their employer brand was very successful and they achieved their aim of gaining a better quality and quantity of candidates (CIPD, 2008).

I believe that by implementing these recommendations, the organisation's approach to talent planning will be more effective.

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LO3: Be able to contribute to people resourcing activities

3.1. Identify and explain the rationale for a specific resourcing activity within the organisation

Bluestone has over 350 units of accommodation with changeover days being Mondays and Fridays, therefore we employ over 200 housekeepers to ensure lodges are cleaned ready for our guests' arrival. Due to the nature of the role, the turnover is fairly high so we operate continuous recruitment for housekeepers. However, it was brought to HR's attention that there were not enough housekeepers to clean the required lodges (EV17). Seasonal workers leave in September which created a gap which wasn't adequately filled, due to high absences this meant Housekeeping had to call upon the contingency force which involved employees from other departments helping to make beds and clean. However, the team understood that this could not continue.

EV18 shows a forecast and report of the requirements, which shows that September they had a shortfall of 22.6 employees, in October a shortfall of 27.8 employees, in November a shortfall of 23.9

employees, and were forecasted to have a shortfall of 28.4 staff in December. This therefore was the rationale to implement a recruitment campaign to attract new candidates to the role.

3.2. Agree roles and responsibilities with other contributors to the activity.

To implement the recruitment campaign successfully it required the input from HR, Housekeeping and the Marketing team. Therefore, we met to discuss an action plan and who would own each action (EV19). This outlined what actions needed to be taken and by when, to ensure it would be done in a timely manner.

I was responsible for relaunching the 'refer a friend' scheme which is our referral scheme that encourages employees to tell their friends and family about available roles. This involved advertising it in our weekly newsletter and creating a form that would inform payroll of who needed to be paid referral money.

I was also responsible for organising a door drop campaign, this involved leaflets advertising our housekeeping role being delivered to all houses within the key towns surrounding Bluestone. EV20 is an email between myself and the Marketing Coordinator, I suggested the target areas and leaflet content and set up the purchase order, whilst Marketing designed the leaflet and liaised with the printers and Royal Mail to print and deliver the leaflets.

HR also attended the recruitment days at the local job centres within the main towns of Pembrokeshire, along with members of the Housekeeping team (EV21). This collaborative approach helped to improve communication between HR and Housekeeping.

We decided to introduce a new role to help with the recruitment over the Christmas period, it was therefore my responsibility to launch the role of Seasonal Bed Maker on the website and advertise it. Our main target markets for this role were students looking for work during the holidays, and unemployed people looking to get into work who wouldn't necessarily be successful for a permanent role. I therefore created a poster (EV22) to be circulated throughout local colleges and on our Facebook page, as well as collaborated with government organisations that look to get people back into employment.

The actions owned by Marketing also involved a collaborative approach, EV23 is an email that shows an example of how we all worked together to achieve our individual actions; Marketing had ownership of organising the radio advertising but the content and administration still needed the input of Housekeeping and HR.

Therefore, everyone involved in the campaign was aware of their roles and responsibilities to successfully deliver the goals.

3.3 Identify organisational procedures and legislative requirements which underpin the activity.

Whilst undertaking the housekeeping recruitment campaign we had to make sure that we abided by employment law and also used our own policies to help with the recruitment and selection.

The Equality Act 2010 identifies nine protected characteristics that would be grounds for discrimination, such as age, race and sexual orientation (ACAS, 2020a); this can be direct or indirect discrimination, but can also be positive discrimination. Direct discrimination occurs when someone is

treated unfairly because of one of the protected characteristics, in most cases discrimination is indirect. For example, asking for ten years' experience would indirectly discriminate against a younger candidate. However, positive discrimination can be used to recruit based on a certain characteristic if there is a legitimate business need, for example if females are required to model for a female fashion line. When recruiting housekeepers, we ensured that we were inclusive and therefore we took on new applicants of different ages and genders, for example. However, we did target 'school mums' by using staff profiles of women who enjoyed working at Bluestone as it fitted around the school drop offs, but were careful to make the adverts applicable to everyone.

ACAS (2020b) suggests that more than one advertising channel is used to target applicants which helps to avoid discrimination. We therefore advertised in colleges, on the radio, leaflet distribution and through local job centres; this meant we were fully inclusive and provided an equal opportunity to apply. Our selection methods were then based upon candidates' ability to perform the role, which was based upon a scoring system within the interview form (EV24); Taylor (2018) notes that there are a variety of selection methods that can be used such as application forms, interviews, assessment centres, and personality tests. For this resourcing activity, we used a combination of assessment centres and interviews, as assessment centres can help identify personality traits including communication, problem solving and teamwork.

Whilst recruiting for additional housekeepers, we also followed the Bluestone Recruitment and Selection policy (EV05) which sets out our ethical guidelines, responsibilities, and procedures. For example, selection should be based upon merit and an 'authority to recruit' form needs to be completed before advertising a vacancy.

3.4 Plan and prepare for agreed role, ensuring the availability of any materials or resources required.

There were several resources and actions that had to be taken to ensure the objectives were achieved. The first step was to ensure that there was budget to spend on the recruitment campaign, the budget allocated to recruitment was overspent but due to the urgent need it was decided that the budget could be taken from elsewhere in the HR budget (EV25).

To implement the 'refer a friend' scheme, I needed to add it into the comms brief which is the Bluestone staff newsletter which is distributed weekly. EV26 is a poster that I made which featured in the comms brief to advertise the scheme to staff, this is a newsletter that I put together each week so it required limited communication or organising to implement it. To ensure the scheme was not abused, I liaised with our recruitment platform to add a field to the application form so new applicants had to state if they had been referred by a current employee (EV26). Myself and my manager then liaised with payroll so that they were aware of who to pay the money to (EV27).

To organise the door drop I had to liaise with marketing so that we had a suitable leaflet and the printing and delivery was organised in a timely manner. EV20 shows the correspondence between me and the Marketing Coordinator organising the door drop with the Royal Mail, EV28 is the finalised poster which targets parents looking for some extra work and focuses on the employee benefits.

In order to recruit at local job centres, we needed to liaise with the job centre team to book dates. The Housekeeping managers organised this (EV29) and attended, along with members of the HR

team. We also put a PowerPoint presentation together to be shown at these events (EV30) which showcases the benefits and talks about what the job entails.

To create the new role of Seasonal Bed Maker, we had to create a new job description to outline what the role involved and to assess the attributes and skills needed. It is best practice to identify the responsibilities and objectives of the role, and can include a person specification to state the desirable criteria that the applicant should have (CIPD, 2020). EV31 is the job description created for the Seasonal Bed Maker role. This was then made live on our website and advertised on the Bluestone Careers Facebook page (EV32). I also sent a poster advertising the seasonal role to local colleges (EV22).

By planning and preparing for these activities, it ensured that all actions were completed in the desired time frame.

3.5 Undertake agreed role in a timely and accurate manner, in line with organisational procedures and legislative requirements.

It was important to get tasks done in a timely and accurate manner to ensure the objectives were achieved. EV33 shows an email from my manager thanking me for getting everything done in time and suggesting I take some time back, as I had worked over my hours. EV34 is another email from my manager confirming that my work was accurate, as the poster was fit for purpose. It was also appreciated by the Housekeeping managers, EV35 shows an email chain that shows an improvement in applicants and their comments saying that the increase is great.

Overall, I believe all tasks were completed on time and met the objectives; there was a significant increase in applicants and new starters. However, this did require working late most nights for a couple of weeks. Therefore, I could try to manage my time better by delegating other tasks.

3.6 Reflect on the effectiveness of the resourcing activity in meeting required objectives and report back to stakeholders.

Overall, the recruitment campaign was successful as we took on 25 employees, this was 18 permanent staff and 10 seasonal bed makers.

EV18 showed that Housekeeping were forecasted to have a shortfall of 28.4 staff in December. This report was updated on 22nd December after most of the activities had been implemented (EV36), it shows that this had been reduced to a shortfall of 3.4 staff. Although they were still understaffed, it was a more manageable figure.

EV37 is an email from the Head of Housekeeping thanking HR and Marketing for their involvement in the campaign. The 'refer a friend' scheme and door drop initiative were the most successful of the recruitment activities. The 'Seasonal Bed Maker' role helped housekeepers to clean more lodges in their day, however there were a few issues with some of the applicants. Due to it being a fixed-term role that involved little responsibility, we took on most people that were interviewed that wouldn't normally have been successful; a few of them didn't turn up again after their induction and were not presentable and did not have the required work ethic. Therefore, in the future we need to be mindful to adhere to our Recruitment and Selection policy, by carefully selecting candidates based on their attributes and suitability for the role.

I forwarded this email to the HR Director (EV38) so that she was kept in the loop, as the subject of recruitment is discussed within the Executive Team meetings.

Personally, I agree with the comments made by other managers; overall, the campaign was a success and we achieved our objectives. The actions were undertaken by the relevant parties in a timely and accurate manner, producing great results. It is imperative that all stakeholders need clear communication during a project such as this one, so there is a unified message and all actions are completed. If I was to do a similar project again I would ensure that the candidates selected were still of high-calibre, even in times when we are desperate for new staff.

Reference List for LO3

ACAS. (2020a). *Hiring someone*. [online] Available at: <https://www.acas.org.uk/hiring-someone>. [Accessed 21 May 2020].

ACAS. (2020b). *Hiring someone: how to advertise a job*. [online] Available at: <https://www.acas.org.uk/hiring-someone/how-to-advertise-a-job>. [Accessed 21 May 2020].

CIPD. (2020). *Recruitment: an introduction*. [online] Available at: <https://www.cipd.co.uk/knowledge/fundamentals/people/recruitment/factsheet#7036>. [Accessed 22 May 2020].

TAYLOR, S. (2018). *Resourcing and talent management*. 7th ed. London: CIPD

EV01

i)

Doc No:	HR-ST-002	Human Resources Strategy 2020	
Rev No:	REV1		
Created:	18/12/2019		
Last Review:	18/12/2019		

Strategic Aim 1 Attract and Recruit individuals that enable us to build a skilled and competent workforce

Actions:

- Develop departmental recruitment plans to ensure that we have the right people in the business at the right time. Work closely with key operational departments such as Housekeeping, F&B & Leisure to plan and create a more proactive approach.
- To create a 'Bluestone Way' branded on-boarding experience and ensure that every new starter has the opportunity to participate as a mandatory requirement.
- As part of the on-boarding process, HR to oversee the department Probationary Periods to ensure new starters have all of the training and tools for the role to improve retention. Compile learnings from leavers trends and inform recruitment approach.
- Put together an Annual outreach Programme, in conjunction with CSR, that enables us to engage with educational establishments and community groups.
- For beginning of Q1, put targets in place to measure performance in recruitment i.e. number of applications per vacancy, time to fill vacancy, and SLA's in service delivery i.e. time to respond to candidates, end to end recruitment timescales. Analyse levels of success of recruitment programs, via reporting from Reach and Fourth, and communicate findings to managers.
- Implement a candidate experience feedback mechanism utilising typeform ~~utilising typeform~~ Power BI automatically via reach and analyse levels of success and areas for improvements.
- Continue to ensure all Reach users are competent and receive regular refresher training.
- In conjunction with Abi Wye, devise a internal and local PR Plan to engage with the community to improve organisation reputation and market us as an employer of choice including success stories
- Review employee age profiles and determine what works and what opportunities exist and devise an effective plan
- Ensure all Supervisor and entry level job descriptions are up to date and compliant with the 3 P's standards.
- Review company interview guides, ensure compliance with the 3 P's standards, document control and store on the Management Resource Center.
- Produce HR publications including the employee handbook, benefits booklet and Marketing materials and products for Recruitment, such as video bio's social media adverts and written articles working with Abi Wye.
- Utilise linked in and instagram for recruitment and sharing success stories.
- To ensure maximum attendance at each company induction, ensuring all new starters attend a company induction within the first 3 months of employment.

Page 5 of 9

ii)

Doc No:	HR-ST-002	Human Resources Strategy 2020	
Rev No:	REV1		
Created:	18/12/2019		
Last Review:	18/12/2019		

Strategic Aim 2 To implement an effective and appropriate approach to Employee Reward and Recognition

Actions:

- To review company Pay Review Guidelines and ensure they are agreed, adhered to and enable better discipline around pay increases
- To Review the Reward and recognition Scheme, including improving the ACE Awards categories, and communicate to staff by end Q1
- To implement control measures to ensure that we are operating a compliant business e.g. working hours, rest breaks, zero hours by end Q2
- To devise fair and equitable department incentive schemes, including staff benefits, such as Bluestone points, and other reward and recognition factors by end Q2
- To develop the Wellbeing Initiatives and ensure end to end processes with measurable outputs by end Q1
- Continue to manage Occupational Health commitments i.e. workplace audits, assessment and referrals ensuring compliance
- Manage a social & volunteering events calendar on the Intranet

Strategic Aim 3 To improve employee relations

- To conduct an Annual Survey and 2 pulse surveys per year and measure engagement levels across the business
- Ensure each department has an Employee Engagement and Retention Plan that addresses the main dissatisfiers based on the 2019 Annual Survey feedback
- To continue promoting and facilitating the online leaver survey and achieve a 90% completion rate, with the aim of reporting back to the business by Q1
- To achieve a 100% rate of completed Return to Work Forms and report on same
- To work with Abi Wye to review the current internal communication methods and make improvements
- To work with ~~Abi~~ Wye and create and publish an annual social and volunteering events calendar for staff and families – Spring, Summer, Winter, Autumn
- Each department to hold an annual departmental team Recognition event (~~skyDome~~)

Page 6 of 9

iii)

Doc No:	HR-ST-002	Human Resources Strategy 2020	
Rev No:	REV1		
Created:	18/12/2019		
Last Review:	18/12/2019		

- To ensure that all departments hold daily briefings (huddles) to show genuine interest in our people and provide a positive start to the day
- To action the Red Kite review of HR policies and procedures and create an online company handbook, ensuring compliance with employment law and promoting our company culture
- Create a user friendly manager resource center
- To create an up to date company handbook that focuses on our culture and ensure this is available online for all to access
- Offer more business partnering approach to working with each of the depts in the business and have a greater presence on site to offer drop in times | to staff and managers, and work closely with other support areas such as CSR, H&S, Payroll, and L&D, and Marketing for recruitment campaigns, to ensure optimal achievement of reaching the overall company aims and objectives (see 1).
- Communicate significant changes about business news effectively via use of the comms brief and team briefs internally

Strategic Aim 4 To develop a competent and engaged workforce

Actions:

- To update all HR Policies and Procedures (Document Controlled) and create an electronic Manager Resource Centre
- Improve Management competency in the practical application of all HR Policies and Procedures through a range of workshops, coaching and mentoring sessions, and ACAS online modules via Flow.
- To ensure all HR team members have individual Development Plans and opportunities to keep their skills, knowledge and experience up to date. Each team member to keep a Continuous Professional Development Log to demonstrate competence and attending relevant and worthwhile training courses (via Redkite / MLR Solicitors, ACAS, CIPD etc) to enhance knowledge and skill set
- To support the L&D function with the Leadership Development Programme "The Bluestone Way"
- Team efficiencies: improve processes and administration to provide a better service to the business
- Re-engage with Job Centre and other relevant organisations (including colleges & schools) to assist with recruitment aspects and raise our profile as an employer of choice.

Time Out with William

Bluestone National Park Resort

Company Core Values



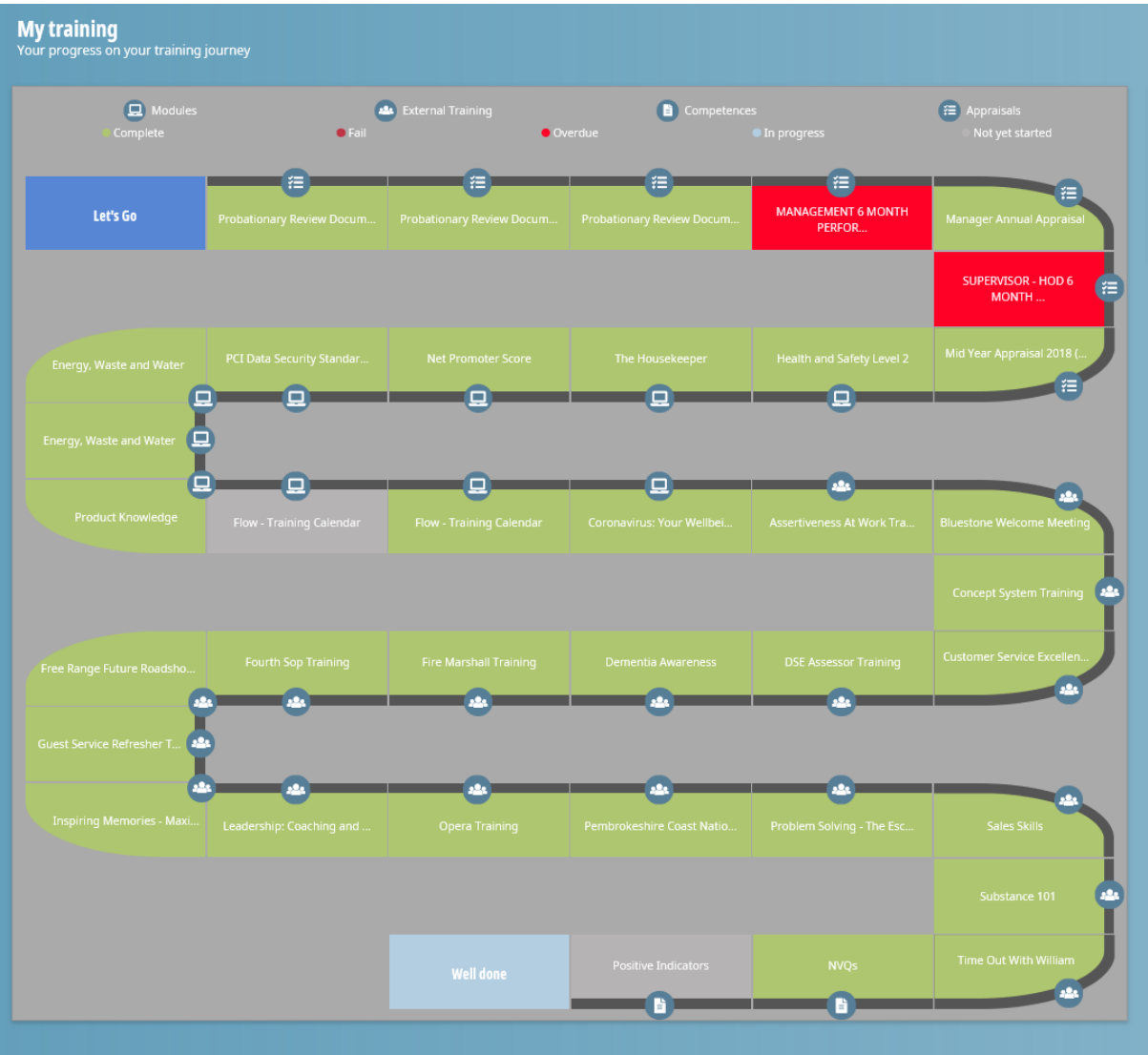
Culture

Our Culture is the most important road map of all and is the way that we must conduct ourselves at all times.

Believe it. Breathe it. Live it.

How We Operate

- We aspire to excellence, are open, honest and consistent in our actions and we achieve this through the inclusion of our people together with focused leadership and ownership of our challenges.
- We demonstrate genuine concern for people. We acknowledge effort with positive feedback and behave respectfully and responsibly in our interactions. We are forward thinking, decisive, innovative and have a positive 'can do' attitude.
- We believe in our company.



EV04

i)

NAME Personal Development Meeting

Date:

Present:

Key Strengths

Strength 1	Strength 2	Strength 3

Key Development Opportunities

Development 1	Development 2	Development 3

ii)

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Development Plan

Development Objective	Priority	Activities needed to achieve objective	Support / resources needed to achieve objective	Target Date	Review Date

EV05

i)

bluestone
national park resort

Recruitment and Selection Policy



Debbie Rainbow
Bluestone Resorts Ltd
12/1/2007

ii)

Doc No:	PS-P-001	Recruitment & Selection Policy	
Rev No:	REV3		
Created:	01/12/2007		
Last Review:	16/08/2019		

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EV06

i)

Bluestone Careers

Jobs with a lot of satisfaction.

We have very definite ideas about the people we want working with us at Bluestone. We want you if you're someone who has an eye for detail, who wants to do things the right way, and most importantly has an aptitude for looking after people and making sure they have a great visit. Yes, some jobs require particular skills, but bring your talents to Bluestone and we'll give you training, support and career development.

Working for Bluestone isn't just about earning a decent wage, either. We offer a great package of additional benefits including fantastic discounts on accommodation, spa packages, Blue Lagoon passes and a lot more, plus a pension scheme and life assurance.

You can be the person who makes someone's holiday one to remember.

Working for us

If you really take pride in your work, and you're up for a new challenge, then you could become part of the Bluestone team. You could be part of a truly unique company that has set new standards for the tourism industry in Wales by showcasing to the world all that's best about Pembrokeshire.

[Current Opportunities](#)



Meet the Team

The Bluestone team is a great big family! It's growing all the time and we all work together to make the resort a successful holiday destination. Meet the team and learn more about our resort's departments.

[Meet the Team](#)

ii)

What Our Staff Think

"Working in Housekeeping is one of the most rewarding jobs at Bluestone, we go into a dirty lodge and then transform it into a new, sparkly lodge that will amaze our guests. It's also great to be part of a fun team, with benefits such as Kids' Camp, free use of the Blue Lagoon and even a trip to shows at Christmas! Apply now by clicking Current Opportunities and you could be part of it!"
- Carla, Housekeeping



Rewards and Benefits

Our employees are entitled to some fantastic rewards and benefits! We like to reward our staff, as without all of their hard work we wouldn't be able to run the resort! Find out some of the things that you could enjoy as an employee...

[Rewards and Benefits](#)

Learning and Development

Learning and development at Bluestone is key to ensuring that our staff are motivated and engaged to perform to the highest standard within their role. Staff can expect to be trained within their role and also within the areas of focus and culture that we promote within the company.

[Find out more...](#)



Bluestone Apprenticeship Scheme

The Bluestone Cookery Apprenticeship working together with Coleg Sir Gâr is an exciting framework that will give you the extensive knowledge and skills to be successful in your new role. Participating in this programme will give you a competitive edge for the future, with potential progression routes onto level 3 programmes.

[Find Out More](#)



iii)

Award Winning

Did you know that in 2017 the Bluestone HR team was named the best in Wales at Acorn Recruitment's HR Event, at Cardiff's SSE SWALEC Stadium? When you join the Bluestone team, you become part of a large family and they do a great job of looking after each and every one of us!

[Find Out More](#)



Spa Therapist Apprentices

The Spa Therapist apprenticeship programme runs through a unique blend of on and off the job training in The Well Spa Retreat alongside professional training with HB Training Ltd.

[Find Out More](#)

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Page

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Share

Edit Page Info

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Learn More ↗

Create

Live

Event

Offer

Job

Create post

Write a post...

Photo/Video

Get messages

Feeling/Activ...

...

2 Drafts

Last draft modified Thursday, 14 September 2017 at 13:58. [See drafts.](#)

Make it easier to answer frequently asked questions

Provide FAQs at the beginning of a conversation with your Page. People can tap a question and receive an automated response.

Set up frequently asked questions

Suggest questions that people can ask your Page. Then set up automated responses to those questions.

Hotel resort in Narberth, Pembrokeshire

Always open

WANT TO MAKE FRIENDS & INFLUENCE CUSTOMERS?

Our Story

If you really take pride in your work, and you're up for a new challenge, then you could become part...

+ Finish your story to tell people more about your business.

50% response rate, 2 hours response time

Respond faster to turn on the badge

1,241 followers

53 post reach this week

EV08

i)

bluestone
national park resort

Recognition and Reward Scheme Policy



D. Rainbow
Bluestone Resorts Ltd
01/02/2016

ii)

Doc No:	PS-P-037	Recognition and Reward Scheme Policy	
Rev No:	1		
Created:	01/02/2016		
Last Review:	26/11/2018		

Introduction

The year of 2016 is a good opportunity to re-focus our people on the Culture, Values and Root Beliefs of the business. To promote this and provide examples of **'what good looks like'** in our business, the reward and recognition scheme has been revised to align with these values. By celebrating good practice and showing real evidence of people **"living the culture"**, we can showcase role models to echo the **"way we do things around here"**.

The Annual Awards Ceremony will continue to be the main focus for overall achievement for the year – albeit we are stepping this up a few notches! In addition, it is intended that these categories will provide criteria for monthly nominations across the business where we will pick individuals who deserve a commendation and where there is a clear stand out individual we may award an Employee of the Month.

Nominations can be made by anyone across the organisation, provided they are in line with the guidelines of the scheme.

The scheme has been renamed the **ACE Awards** as the focus is on Attitude, Culture and Excellence and is broken down into eight categories that reflect the Bluestone Culture and Root Beliefs. These awards are about recognising and celebrating those individuals and/or teams who have consistently demonstrated that they have exceeded expectations and have clearly brought our Root Beliefs to life.

The Eight Root Beliefs

We aspire to excellence

We aspire to excellence and we are continuously seeking to improve ourselves, our relationships, our processes and the company's performance.

We have ownership

We make decisions in the best interests of the company as a whole understanding the impact of the decision on the success of the team. We accept responsibility for all our actions and are passionate about our company and our purpose within it.

We are understanding

We strive to develop understanding by listening to all points of view in our relationships. We value individual differences as a source of inspiration and innovation.

We have a 'can do' attitude

We have a positive attitude and always look for ways in which we can help each other do what is right for the Company. We are forward thinking, innovative and can demonstrate that we consider every alternative.

We are open and honest

We have integrity, are honest and open about ourselves and others.

We communicate well

We are available and respond in a timely manner to all communications.

We are professional

We set and maintain clear objectives, we understand the importance of detail, prepare well, and are continuously improving our understanding and expertise.

Teamwork

We achieve through clear and positive communication in all our relationships.

EV09

Attrition & Headcount Report – as at 31th December 2019

bluestone
admission park resort

3

Month END date

31-Jan-20

31-Jan-20	Attrition calculations based on these stats											Comparators: Attrition		
Department	Attrition: A/(B+C)			Stability	Current Month		Headcount & FTE		Δ Left in last 12M	than 12M service	Δ Started in last 12M	Δ Empl. 12M ago	December Actual	2018 Actual
Housekeeping	32.0%	36.0%	-4.0%	60.3%	21	19	295	113	142	185	209	307	35.6%	32.6%
Food & Beverage	18.0%	37.3%	-19.3%	69.5%	2	0	111	82	50	73	61	105	39.0%	30.8%
Retail	5.0%	25.0%	-20.0%	76.9%	1	0	14	11	4	10	6	13	18.8%	37.5%
Activities	5.0%	56.0%	-51.0%	62.1%	0	0	24	17	28	18	32	29	30.2%	19.6%
Entertainment	32.0%	7.1%	24.9%	86.7%	0	0	14	13	1	13	1	15	7.1%	13.3%
Bike Hire	25.0%	40.0%	-15.0%	75.0%	0	0	4	4	2	3	2	4	40.0%	25.0%
Spa	28.0%	29.0%	-1.0%	63.6%	0	0	24	20	9	14	17	22	29.0%	27.3%
Blue Lagoon	17.0%	46.2%	-29.2%	59.1%	2	1	45	19	24	26	26	44	44.2%	34.0%
Security	22.0%	10.5%	11.5%	88.9%	0	0	18	17	2	16	3	18	11.1%	41.2%
FOH	0.0%	9.1%	-9.1%	83.9%	1	0	33	25	3	26	7	31	8.8%	9.4%
Finance	0.0%	15.4%	-15.4%	84.6%	0	0	13	12	2	11	2	13	15.4%	7.7%
Commercial	0.0%	0.0%	0.0%	100.0%	0	0	3	2	0	2	1	2	0.0%	0.0%
Environmental	0.0%	0.0%	0.0%	100.0%	0	0	10	9	0	10	0	10	0.0%	0.0%
Directors	0.0%	16.7%	-16.7%	88.9%	1	0	11	9	2	8	4	9	8.3%	11.1%
HR	0.0%	22.2%	-22.2%	75.0%	0	0	16	14	4	15	3	20	27.8%	5.3%
IT	0.0%	0.0%	0.0%	100.0%	0	0	11	11	0	9	2	9	0.0%	11.1%
Maintenance	4.0%	12.5%	-8.5%	83.9%	0	0	32	30	4	26	6	31	15.6%	22.6%
Sales	0.0%	10.0%	-10.0%	90.0%	0	1	20	17	2	18	2	20	10.5%	5.0%
Marketing	0.0%	8.3%	-8.3%	90.0%	1	0	12	11	1	9	3	10	0.0%	20.0%
Overall	25.0%	31.9%	-6.9%	69.1%	28	21	710	437	280	492	387	712	30.2%	27.4%
Total excluding housekeeping	17.7%	28.5%	-10.8%						138	307	178		25.9%	

EV10

i)

Annual Survey 2018

Executive Summary

Headline Results

- We achieved an 78.9% response rate for this survey some 577/731 employees filled in the survey compared to 70.9% response rate in 2017 (496/700 employees) and 69.9% response rate in 2016 (476/681 employees)
- Overall recommendation as a place to work has decreased from 2017s 30.4% to 27%
- 163 employees say that they are actively looking for other employment (29%) with almost half (80) saying that pay/reward is a reason for looking another job
- 96% (559/577) care about the future of Bluestone
- We had the most comments provided of any survey to date with 340 people providing a comment to at least one of the additional comment questions, that equates to 60% of staff who responded

Analysis

Detailed breakdowns of statistics are available on Power BI, this report deals with the company as a whole.

Response Rates

The following departments achieved a response rate of 100% - Blue Lagoon, Commercial, Directors Support Services, Entertainments, Environmental, Finance, HODs, HR, IT, Projects

The following departments had the lowest response rates Activities 67%, Housekeeping 67%, Marketing 75%, Bike & Buggy Hire 75%, F&B 78%, Spa 82%.

Overall response rate was 78.9% and the other departments not listed achieved between 85% - 99%

Recommend Bluestone as a place to work

Overall recommend Bluestone as a place to work NPS is 27.0% compared to 30.4% last year.

Top 3 Departments for NPS score are HODs 81.8%, Environmental 66.7%, Blue Lagoon 61.7%

Bottom 3 Departments are Projects -25%, Finance -22.2%, Security -6.3%

IT, Directors Support Services and commercial all scored 0% whilst the remainder of departments were positive.

Values & Visions

- 96% (559/577) care about the future of Bluestone
- 95% (551/577) understand how their role relates to objectives
- 91% (527/577) enjoy coming to work
- 89% (515/577) think that there is a positive culture
- 85% (493/577) believe the objectives make them feel important

Inclusion

- 89% (515/577) are treated with respect
- 79% (458/577) believe employees are treated fairly
- 75% (433/577) feel included
- 75% (431/577) believe promotions are applied fairly
- 73% (420/577) have received praise in the last 7 days

Direct Line Management

ii)

- 95% (550/577) are clear what is expected of them
- 94% (544/577) know who their HOD is
- 94% (543/577) think their line manager or supervisor is accessible and approachable
- 92% (532/577) think their line manager or supervisor cares about them
- 92% (531/577) think their line manager or supervisor is a good leader
- 91% (524/577) think their HOD is approachable
- 90% (519/577) think their line manager is open, honest and consistent

Learning

- 92% (528/577) think training has positively impacted on their role
- 92% (528/577) state they have received sufficient training
- 85% (491/577) plan to stay and develop their careers at Bluestone
- 84% (483/579) believe that training opportunities are available
- 83% (478/577) state somebody encourages their development

Pay & Benefits

- 89% (516/577) believe the administration of their wages is efficient
- 88% (510/577) understand what benefits are available
- 69% (397/577) think their pay is fair
- 49% (282/577) would like to see more benefits
- 28% (163/577) are actively looking for another job
- Of those looking for another job, Top 3 are Reward 20% (80), Career Progression 20% (77), Hours/Flexibility 18% (69)

Teamwork

- 97% (560/577) understand how their team contributes to Bluestone
- 96% (553/577) have good friends within Bluestone
- 96% (537/577) are encouraged to help other teams
- 91% (525/577) believe that their team is supportive of each other
- 77% (443/577) believe Bluestone is one big team

Workload

- 96% (556/577) are willing to put in more effort than expected
- 96% (555/577) are able to cope with the level of work pressure
- 86% (499/577) have the right tools and materials to do their job
- 83% (480/577) find their work interesting
- 63% (361/577) think that improvements in efficiency can be made

Welfare & Wellbeing

- 91% (529/577) believe that their manager cares about them
- 90% (521/577) discuss H&S regularly
- 90% (517/577) are able to balance work / life commitments
- 86% (495/577) think rest breaks are satisfactory
- 84% (484/577) understand the wellness programme
- 82% (476/577) understand how the wellness programme benefits them

Communication

iii)

- 95% (547/577) state their Line Manager or Supervisor speaks to them on a regular basis
- 95% (546/577) have the information to do a good job
- 88% (508/577) always have daily or weekly briefings
- 88% (505/577) value the comms brief
- 80% (463/577) think that senior management communicate informally on a regular basis
- 75% (430/577) think we communicate important information well

Engagement

- 94% (544/577) are motivated to help Bluestone achieve its aims
- 92% (531/577) are proud of Bluestone
- 92% (530/577) feel inspired to be the best they can be
- 85% (489/577) feel a strong personal attachment
- 81% (470/577) score 7 out of 10 or greater in the recommend Bluestone as a place to work
- Engagement Score is 87.5% (Essentially the average of the above 5 questions, please note that all the questions above have been rounded to zero decimal points, the engagement score is based their actual non rounded value)

Detailed Comments

We had the most comments provided of any survey to date with 344 people providing a comment to at least one of the additional comment questions, that equates to almost 60% of staff who responded and 47.1% of all employees.

Department	Individuals who made at least 1 Comment	No of Respondents	Comments % of respondents
Activities	31	34	91.2%
Bike & Buggy Hire	1	3	33.3%
Blue Lagoon	37	47	78.7%
Commercial	2	3	66.7%
Directors Support Services	2	2	100.0%
Entertainments	17	18	94.4%
Environmental	4	6	66.7%
Finance	6	9	66.7%
Food & Beverage	46	89	51.7%
Front of House	24	27	88.9%
HODs (Heads of Departments)	5	11	45.5%
Housekeeping	88	209	42.1%
Human Resources	8	10	80.0%
Information Systems/Technology	5	5	100.0%
Maintenance	15	27	55.6%
Marketing	4	6	66.7%
Projects	2	4	50.0%
Retail	13	15	86.7%
Sales	13	18	72.2%
Security	10	16	62.5%
Spa	11	18	61.1%
Total	344	577	59.6%

Common themes include pay (particularly for those who had no pay increase in 2018, it makes them feel not valued), concerns about the redundancies that took place at the end of the year and lack of communication about then making people nervous about job security, generally being undervalued or not being listened to, moral being low, fairness in rotas/shift patterns and advance notice of rota is poor, unfairness in career progression particularly new positions not always advertised and systems issues, career development/progression, lack of training / cancelled training, a number of comments relate to lack of teamwork between depts., new uniforms, new/improved systems/IT, workload pressure (more work expected with less staff), comments about struggling to access comms brief on flow and not being printed out in Staff Rooms, also lots of positive comments involving being like a family great colleagues and enjoying their job.

Analysis of Leavers – last 12 months – reasons for leaving

Month END date	31-Jan-20
12 month start date	1-Feb-19
Days in month	31
Month start	1-Jan-20

Summary - Leavers	Previous 12 Months		Current Month		PY - 2017	
	No	%	No	%	No	%
Seasonal	33	9%	9	28%	56	18%
Dismissed - Some Other Substantial Reason	7	2%	2	6%	41	13%
Dismissed - Failed Probation Period	41	11%	3	9%	10	3%
Dismissed - Gross Misconduct Other	3	1%	0	0%	2	1%
Dismissed - Ill Health	10	3%	1	3%	0	0%
Dismissed - Performance	8	2%	0	0%	6	2%
Dismissed - Redundancy	7	2%	0	0%	3	1%
Resigned - Family Related Reason	21	5%	1	3%	33	10%
Resigned - Ill Health	19	5%	0	0%	29	9%
Resigned - Role Not Suitable	22	6%	0	0%	14	4%
Resigned - More Suitable Hours	35	9%	2	6%	34	11%
Resigned - Walked Out / No Show	20	5%	1	3%	8	3%
Resigned - Relocation	12	3%	2	6%	7	2%
Resigned - Career Progression	11	3%	1	3%	12	4%
Resigned - Career Change (left Industry)	51	13%	4	13%	13	4%
Resigned - Better Salary	7	2%	0	0%	4	1%
Resigned - Gone Travelling	4	1%	1	3%	3	1%
Resigned - Return To Education	23	6%	1	3%	22	7%
Resigned - Nature Of Work	11	3%	2	6%	0	0%
Resigned - Relationship With Colleagues	3	1%	1	3%	1	0%
Resigned - Retired	3	1%	0	0%	2	1%
XX - Other	29	7%	1	3%	16	5%
	388	100%	32	100%	316	100%
LESS: Dismissed	76		6		62	
LESS: Seasonal	33		9		56	
NET LEAVERS	279		17		198	

Employee Demographics

Age profiles and male / female figures

Overall business|

16-17	49	7%
18-24	181	25%
25-34	202	28%
35-44	127	17%
45-54	92	13%
55-64	73	10%
65+	9	1%

Male	285	39%
Female	448	61%

Operational Departments

	Housekeeping		F&B / Retail		Leisure		Maintenance / Bike Hire		Spa		Guest Services, Sales and Security	
16-17	23	7%	11	8%	13	15%	0	-	2	8%	0	-
18-24	62	20%	55	38%	37	43%	2	5%	15	62.5%	8	12%
25-34	64	21%	46	32%	26	30%	11	27%	4	17%	31	48%
35-44	64	21%	12	8%	6	7%	7	17%	3	12.5%	15	23%
45-54	51	16%	16	11%	1	1%	5	12%	0	-	7	11%
55-64	43	14%	5	3%	3	3%	14	34%	0	-	2	3%
65+	3	1%	1	1%	0	-	2	5%	0	-	2	3%
Male	70	23%	78	53%	49	56%	37	90%	0	-	28	43%
Female	240	77%	68	47%	38	44%	4	10%	24	100%	37	57%

Service Departments Overview

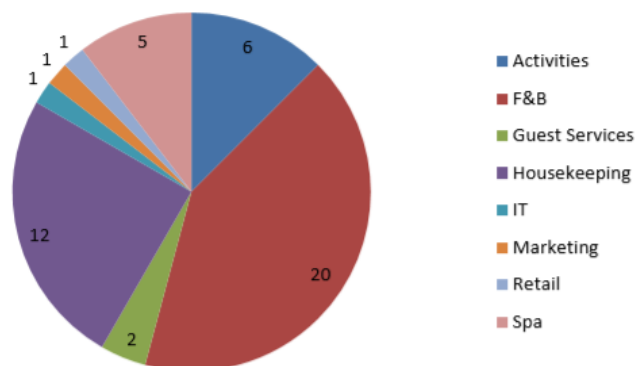
(Marketing, Projects, HR, Finance, IT, Directors, Commercial)

16-17	0	-
18-24	4	7%
25-34	17	29%
35-44	19	32%
45-54	12	20%
55-64	6	10%
65+	1	2%

Male	22	37%
Female	37	63%

Recruitment update – July 2019

New Starters



Recruitment campaigns and strategy:

- Head of Health and Safety accepted in principle
- Serendome recruitment successful but challenges identified, re-advertised F&B roles
- Door drop to 25,000 houses taken place, successfulness to be reported on next month
- Narberth Travel bus wrap put back to November to fit in with rebranding
- Based on recent feedback, older workers to be targeted in next recruitment campaign

Filled Positions (For those who started in July, excluding HSK)

Vacancy	Live Date	Date Offered	Date Started	Lead Time (Weeks)
Activities Assistant	24 th May 2019	28 th June 2019	6 th July 2019	4 weeks
Kids Camp Instructor	24 th May 2019	28 th June 2019	6 th July 2019	4 weeks
F&B Assistant	15 th May 2019	Ongoing	Ongoing	N/A
Web Developer	24 th September 2019	25 th June 2019	2 nd July 2019	39 weeks
Kitchen Porter	15 th May 2019	28 th June 2019	2 nd July 2019	6 weeks
Guest Services Officer	18 th June 2019	26 th June 2019	19 th July 2019	1 week
Marketing Executive	7 th March 2019	5 th June 2019	15 th July 2019	12 weeks
Spa Apprentice	22 nd May 2019	4 th July 2019	18 th July 2019	6 weeks

Table 5.

Working-age client group - main benefit claimants - not seasonally adjusted [Discontinued] (November 2016)

	Pembrokeshire (numbers)	Pembrokeshire (%)	Wales (%)	Great Britain (%)
Total claimants	9,680	13.5	14.4	11.0
By statistical group				
Job seekers	1,170	1.6	1.4	1.1
ESA and incapacity benefits	5,380	7.5	8.4	6.1
Lone parents	820	1.1	1.2	1.0
Carers	1,670	2.3	2.2	1.7
Others on income related benefits	160	0.2	0.2	0.2
Disabled	310	0.4	0.7	0.8
Bereaved	160	0.2	0.2	0.2
Main out-of-work benefits†	7,530	10.5	11.3	8.4

Source: DWP benefit claimants - working age client group

† Main out-of-work benefits includes the groups: job seekers, ESA and incapacity benefits, lone parents and others on income related benefits. See the **Definitions and Explanations** below for details

Notes: % is a proportion of resident population of area aged 16-64

Figures in this table do not yet include claimants of Universal Credit

EV15

Band	Job Title	2017 Rate	2018 Rate	Salary 37.5	Salary 40	Local Average	Local Avg (Salary 40)	Industry Average	Industry Avg (Salary 40)	
										Example 1
	Apprentice 1st year	£3.50	£3.70	£7,215	£7,696	£4.77	£9,921.60	£6.51	£13,540.80	EE, Merthyr (Customer Service Apprentice)
	Entry Level for Assistant under 24		£7.38	£14,391	£15,350	£6.65	£13,832.00		£0.00	McDonalds, Pembroke Dock (Early Crew Member)
1A2	Activities Assistant + Entertainer	£7.65	£7.83	£15,269	£16,286	£8.00	£16,640.00	£9.14	£19,011.20	Morfa Bay: Outdoor Activity Instructor
	Lifeguard (seasonal)	£7.65	£7.83	£15,269	£16,286	£9.63	£20,030.40	£9.25	£19,240.00	RNLI (Seasonal Beach Lifeguard)
	Commis Chef Probationary / KP	£7.65	£7.83	£15,269	£16,286	£10.00	£20,800.00	£7.95	£16,536.00	Heywood Mount, Tenby (Kitchen Assistant)
	F&B, Spa Assistant	£7.65	£7.83	£15,269	£16,286	£7.83	£16,286.40	£8.05	£16,744.00	Heywood Mount, Tenby (Restaurant Server)
	Housekeeper + self chekcker	£7.65	£7.83	£15,269	£16,286	£8.00	£16,640.00	£8.28	£17,222.40	Range of housekeeping posts
1B	Entertainer	£7.90	£7.98	£15,561	£16,598		£0.00	£9.25	£19,240.00	
	Housekeeper (B.L.) + fully trained Lifeguard	£7.90	£7.98	£15,561	£16,598	£8.14	£16,931.20	£8.89	£18,491.20	Ceredigion Council, Aberystwyth: Lifeguard
	Commis Chef Level 1	£7.90	£7.98	£15,561	£16,598	£8.16	£16,972.80	£8.06	£16,764.80	The Grove, Narberth (Commis Chef)
	Trainee Supervisor	£7.90	£7.98	£15,561	£16,598		£0.00	£8.41	£17,492.80	
	Guest Services Officer Probation	£7.90	£7.98	£15,561	£16,598	£8.41	£17,492.80	£8.50	£17,680.00	The Grove, Narberth (GSO)
	Cycle Hire Assistant	£7.90	£7.98	£15,561	£16,598		£0.00	£8.08	£16,806.40	
	Bus Driver/Security officer	£7.90	£8.07	£15,744	£16,794		£0.00	£9.52	£19,801.60	
	Therapist Probationary	£7.90	£7.98	£15,561	£16,598	£8.33	£17,326.40	£9.41	£19,572.80	St Brides (Spa Therapist)
	NEW SECURITY OFFICER	£8.03	£8.11	£15,815	£17,067		£0.00	£9.01	£18,740.80	
1C	Senior Entertainer + Indoor Act. Supervisor	£8.15	£8.23	£16,049	£17,118		£0.00	£8.62	£17,929.60	
	Senior Lifeguard	£8.15	£8.23	£16,049	£17,118	£8.51	£17,700.80	£8.67	£18,033.60	Oakwood Theme Park (Ride Team Leader)
	Supervisor	£8.15	£8.23	£16,049	£17,118	£8.33	£17,326.40	£9.38	£19,510.40	Harbwr, Saundersfoot: Bar Supervisor
	Revenue Assistant	£8.15	£8.23	£16,049	£17,118		£0.00		£0.00	
	Guest Services Officer	£8.15	£8.23	£16,049	£17,118	£8.41	£17,492.80	£8.50	£17,680.00	The Grove, Narberth (GSO)
	Waste Operative Probationary	£8.15	£8.23	£16,049	£17,118	£7.83	£16,286.40	£8.39	£17,451.20	JGR, Pontyclun (Waste Collector)
	Sales & Reservations Probationary	£8.15	£8.23	£16,049	£17,118	£9.38	£19,510.40	£10.34	£21,507.20	Parkdean Kidwelly (Sales Advisor)
	Marketing Officer	£8.15	£8.23	£16,049	£17,118		£0.00	£12.50	£26,000.00	
	Therapist	£8.15	£8.23	£16,049	£17,118	£8.08	£16,806.40	£9.41	£19,572.80	St Brides (Spa Therapist)
	Hsk Senior Self Checker + Team Leader	£8.15	£8.40	£16,380	£17,472		£0.00	£9.35	£19,448.00	
2A	Blue Lagoon Technical Services	£8.45	£8.53	£16,634	£17,742		£0.00	£11.38	£23,670.40	
	Production Supervisor	£8.45	£8.53	£16,634	£17,742		£0.00	£9.25	£19,240.00	
	Chef de Partie	£8.45	£8.53	£16,634	£17,742	£8.43	£17,534.40	£10.43	£21,694.40	Sodexo, Swansea (Chef de Partie)
	Detail Supervisor	£8.45	£8.53	£16,634	£17,742		£0.00	£8.33	£16,806.40	

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3.2 ★★★★★ 26 reviews

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Headquarters
Swansea
Revenue
£5m to £25m
Employees
201 to 500
Links
[Bluestone Resorts Ltd website](#)

Carla Roberts

From: Carla Roberts
Sent: 19 May 2020 10:42
To: Carla Roberts
Subject: RE: Housekeeping Recruitment

From: Sian Straczek <SStraczek@bluestonewales.com>
Sent: 20 October 2018 10:34
To: Carla Roberts <CRoberts@bluestonewales.com>; Vanya Rose <VRose@bluestonewales.com>; Debbie Rainbow <DRainbow@bluestonewales.com>; Yvonne Buckingham <YBuckingham@bluestonewales.com>
Subject: Housekeeping Recruitment

Hi All

Please see the spreadsheet attached which shows the staff forecast over the next couple of months. As discussed, we have been struggling recently to get the required housekeepers each shift as absences are always high. Therefore, we need to focus more on recruitment as we need approximately 50 housekeepers within the next month to stop us needing to rely on the contingency force.

Can we meet to discuss further?

Kind Regards,
Sian Straczek
Head of Accommodation Services
Bluestone National Park Resort
Tel: 01834 869900 ext 596
Web: www.bluestonewales.com

EV18

Actual / Forecast Headcount		Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
B/Fwd		289	289	288	283	274	277	277	269	265	256	261	269
Leavers	permanent	7	9	14	19	5	12	13	16	18	10	12	2
	seasonal	16							1	3			
Starters	permanent	23	8	9	10	8	5	4	13	12	15	20	1
	seasonal						7	1					
C/Fwd		289	288	283	274	277	277	269	265	256	261	269	268

Requirement	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
FTE actual / forecast	289.0	288.0	283.0	274.0	277.0	277.0	269.0	265.0	256.0	261.0	269.0	268.0
FTE required per budget	287.8	290.8	286.7	279.0	273.8	274.1	259.7	264.6	278.6	288.8	292.9	296.4
(Shortfall) / Surplus FTE	1.2	-2.8	-3.7	-5.0	3.2	2.9	9.3	0.4	-22.6	-27.8	-23.9	-28.4

HSK Action Plan 23/10/2018

Action	Required By	Owner	Comments
Door drop	07/12/2018	CR	Find out costs, distribution range, time scale. CR to liaise with Marketing
Relaunch refer a friend	25/10/2018	CR	CR to advertise Refer a Friend on the comms brief - £50 then additional £200 if they pass their probation. Not valid for seasonal bed maker role, permanent HSK only.
Radio campaign	03/12/2018	GH	GH to contact Radio Pembrokeshire - find out costs of adverts, availability. Work with CR/VR to sign off.
Staff profiles	06/11/2018	DD	Interview HSK staff - what they like about working at Bluestone (benefits, free transport, family spirit etc). DD to collate, with help from supervisors. Send to CR to put on Facebook page.
Bus advertising	TBC	YB	Narberth Travel can let us advertise on one of their buses - local, focus on HSK but mention general Bluestone careers.
Recruitment days at job centres	06/12/2018	DD	Hold 'coffee morning' type events at the local job centres. Presentation about what it's like to work in HSK, benefits etc. Short interviews - invite successful candidates to induction. HR and HSK to represent, DD to liaise with Fred/Diane to book venues.
Seasonal Bed Maker role	28/11/2018	CR	Bed makers can help make beds so existing HSK staff can clean 4 units instead of 3. Launch role on Reach. CR to create poster - advertise in colleges for Christmas work.

Carla Roberts

From: Carla Roberts
Sent: 19 May 2020 15:47
To: Carla Roberts
Subject: RE: Recruitment Door Drop

From: Elizabeth Stevens <ELStevens@bluestonewales.com>
Sent: 29 November 2018 12:27
To: Carla Roberts <CRoberts@bluestonewales.com>; Yvonne Buckingham <yvonne@bluestonewales.com>; Glenn Hewer <Glenn@bluestonewales.com>; Hazel Waters <HWaters@bluestonewales.com>
Subject: Recruitment Door Drop

Hi All,

Just to keep you all updated on the booking. I have sent over the initial booking forms and requested the dates. They have confirmed the below highlighted areas which comes to 25125 people and a total of £1599.96 inc VAT for posting.

I am now waiting for the postcodes and booking form to be confirmed which can be up to 48hrs. As soon as we receive the booking confirmed booking form the payment will be due by BACS payment. They confirmed that the 5th December is ok for the drop.

Hazel- They have said that this should be on Monday for you to do the BACS payment.

Carla- It is a slight increase for both the print and the post cost but now includes Pembroke that you mentioned.

Carla Roberts

From: Debbie Downes
Sent: 29 November 2018 15:43
To: Carla Roberts
Cc: Sandra Witts; Vanya Rose; Sheonagh Blackadder; Sian Straczek; Ceri Deakin
Subject: Job Centres

Hi all I have been in touch with Diane Philips from Haverfordwest job centre who has been helping us with recruitment (asking unemployed people if they would be interested in working at Bluestone and give them the information on the role and benefits, this is conducted with a simple power point presentation) They are then asked to apply on line if they are still interested?

Haverfordwest, Pembroke Dock and Milford job centres have again got on board again. Carla and Sandra to attend.

Haverfordwest Job Centre; 11am -12pm (longer if needed) 10 people interested; Carla and Sandra to attend.

Pembroke Dock job centre; 11am-12pm and 12pm-1pm, 15 people interested; Ceri? and Kate? To attend.

Milford Haven Job centre; 11am-12pm, not sure numbers yet, Carla and Sandra to attend.

Ceri are you able to attend at Pembroke Dock?

Will put together a quick meeting tomorrow or Monday to brief everyone on how we manage these.

Regards,

Debbie Downes

Accommodations services Manager: Operations and Training

Bluestone National Park Resort

Tel: 01834 869900 extn 446

Web: www.bluestonewales.com



UK HOUSEKEEPERS
ASSOCIATION
MEMBER





Bluestone National Park Resort is now recruiting for seasonal bed makers! This could be perfect for those of you looking to earn some extra cash during the Christmas holidays.

What does the role involve?

Our seasonal bed makers will play a vital role in helping achieve a 5* standard of cleanliness in our lodges during our busy periods. You will be responsible for making beds and folding towels to the desired standard so that customers have an excellent first impression of their accommodation.

What are the specific duties?

- To ensure the beds are made to the highest standard at all times.
- To follow the Bluestone procedures and ensure that consistently high standards achieved
- To maintain high levels of customer care through positive engagement with Bluestone guests
- To attend training, in particular, manual handling training
- Maintain professional knowledge and competence
- To assist the area supervisor with any other tasks that may be required



How many hours is it?

The role is 11 hours per week. Our Christmas changeovers are Thursday 20th December, Sunday 23rd December, Thursday 27th December and Sunday 30th December. You will also need to receive training before these dates.

How do I apply?

Visit <https://www.bluestonewales.com/careers/current-vacancies-new> and click Apply Now underneath the Seasonal Bed Makers role. You can also view the full job description via the website.

What if I have more questions?

Email recruitment@bluestonewales.com if you require further information.

EV23

i)

Carla Roberts

From: Carla Roberts
Sent: 18 May 2020 16:59
To: Carla Roberts
Subject: FW: Radio ad for HSK

From: Glenn Hewer <Glenn@bluestonewales.com>
Sent: 29 November 2018 13:20
To: Vanya Rose <vrose@bluestonewales.com>; Carla Roberts <CRoberts@bluestonewales.com>; Sian Straczek <SStraczek@bluestonewales.com>
Cc: Yvonne Buckingham <yvonne@bluestonewales.com>
Subject: RE: Radio ad for HSK

Nope all good, assume you ladies will do the PO for finance or am my paying and transferring?

Kindest Regards

Glenn Hewer
Sales and Marketing Manager

Bluestone National Park Resort
01834 869900 Ext:583
Web: www.bluestonewales.com

From: Vanya Rose
Sent: 29 November 2018 12:25
To: Glenn Hewer; Carla Roberts; Sian Straczek
Cc: Yvonne Buckingham
Subject: RE: Radio ad for HSK

Hi Glenn

I just spoke to Sian – we do need the 7 week cover for now, and we will be discussing a plan for next year next week, so will look at what options we want to run for 2019.

So to confirm, please go ahead for option 3 – is there anything else you need from me?

Kind Regards

Vanya Rose
Human Resources Manager
T: +44 (0) 1834 869900 ext 463

Bluestone Resorts Ltd,
Canaston Bridge,
Narberth,
Pembrokeshire,
SA67 8DE
www.bluestonewales.com

ii)

From: Glenn Hewer
Sent: 29 November 2018 11:29
To: Vanya Rose; Carla Roberts; Sian Straczek
Subject: RE: Radio ad for HSK

Hi Vanya,

Did call to explain but basically:

It's up to you all in terms of what you want to spend really. If you only want a 4 week campaign we can spend the same amount of money and condense into that period or we can shave of 5 weeks and reduce cost or give them the total spend and reserve some at a later date.

The way it works best is committing x amount of spend for the year and then breaking it down into campaigns (it costs you more when you do it last minute and you don't always get the best spots for commercials if that makes sense?)

If you could say that we will give them 5k and from that we want 4 campaigns (Now till Jan / March / June / Sept) then you will get a better deal – they know we are desperate last minute and always try push it higher.

Kindest Regards

Glenn Hewer
Sales and Marketing Manager

Bluestone National Park Resort
01834 869900 Ext:583
Web: www.bluestonewales.com

From: Vanya Rose
Sent: 29 November 2018 11:08
To: Glenn Hewer; Carla Roberts; Sian Straczek; Yvonne Buckingham
Subject: RE: Radio ad for HSK

This all looks great!

Glenn – would there be a possibility of us taking option 1 and splitting it so we do 5 weeks from now and follow up with 4 weeks at a later point maybe closer to Easter when we need it – would that work, Sian?

PS – I can be Shirley, if you don't mind that I'm the wrong side of 40 ☺?

Kind Regards

Vanya Rose
Human Resources Manager
T: +44 (0) 1834 869900 ext 463

From: Glenn Hewer
Sent: 28 November 2018 11:34
To: Carla Roberts; Sian Straczek; Yvonne Buckingham
Cc: Vanya Rose
Subject: RE: Radio ad for HSK

That's no worries I can sort those two things for sure. (I just need to find a Shirley aged 39 now! ☺)

Which level did you wish to roll with? As Yvonne mentioned will try get more out it or alternative options in terms of come and interview us, but as they are now down to a small team not sure if they can do this. I will find out tomorrow.

Be nice if we can wrap this up towards end of this week latest? Thanks

iii)

<u>Option</u>	<u>Length of Campaign</u>	<u>Commercial</u>
1	9 weeks	96 Commercial
2	6 weeks	88 Commercial
3	7 weeks	72 commercial

 Please note all above prices exclude production costs (all production is then yours to keep and licensed to Pembrokeshire)

Kindest Regards

Glenn Hewer
Sales and Marketing Manager

Bluestone National Park Resort
01834 869900 Ext:583
Web: www.bluestonewales.com

From: Carla Roberts
Sent: 28 November 2018 10:20
To: Sian Straczek; Yvonne Buckingham
Cc: Vanya Rose; Glenn Hewer
Subject: RE: Radio ad for HSK

This sounds really good 😊 to squeeze in about free transport could we maybe not say her age and then just say 'Blue Lagoon' rather than 'Blue Lagoon water park'?

Is it best to say 11 hours rather than 16, so that people don't expect 16 hours?

Carla

From: Sian Straczek
Sent: 28 November 2018 10:08

iv)

To: Yvonne Buckingham
Cc: Carla Roberts; Vanya Rose; Glenn Hewer
Subject: RE: Radio ad for HSK

Hi Yvonne,

I like the advert, see your point with the 30 seconds – is there any way if squeezing in the free transport?

I am happy to stick with 1 bio, if everyone else is in agreement.

Thanks

Sian

From: Yvonne Buckingham
Sent: 28 November 2018 09:59
To: Sian Straczek; Vanya Rose; Carla Roberts
Cc: Glenn Hewer
Subject: Radio ad for HSK

Hi All

Please see below an idea for an ad based on your brief; however this is more of a brand awareness ad which is fine but I would suggest a combination of brand awareness and a call to action ad; or we can incorporate both in the script below?

We have 30 seconds so we will struggle to get all of your requirements into 30 seconds.

One voice production is £200, it's more for two voices but it will fit in more with what you need:

Lady 1 –

*I'm Shirley aged 39 and I work 16 hours a week, in Housekeeping at Bluestone National park resort.
The things I love most working at Bluestone are the friends I have made from the team around me,
plus the amazing benefits that come with the job.
Benefits like entry to the Blue Lagoon water park for me and the kids,
Year round staff discounts on accommodation and access to the resorts activities.
It's a fantastic place to work and gives me the extra cash I need especially over the winter period.*

Voice 2 -

To find out more about careers at Bluestone visit [Bluestonewales dot com](http://Bluestonewales.com) forward slash Careers today

Alternatively Glenn is seeing them tomorrow so could ask for a recorded interview with housekeeping or an outside broadcast with a day in the life however this would be an additional cost

Thanks

Yvonne

From: Vanya Rose
Sent: 27 November 2018 17:26
To: Yvonne Buckingham
Cc: Sian Straczek; Carla Roberts
Subject: Radio ad for HSK
Importance: High

v)

Hi Yvonne

Sian and I are currently working through what we'd like the radio ad to contain. We need it to highlight the following points highlighted in this bulletin, and to go to www.bluestonewales.com/careers to apply :



We would like to do it as a bit bio as if coming from 'real' employees so that it appeals to the appropriate audience – eg. to give a name, area, working mum or college student, perhaps – and to note 'the things I love most about working at Bluestone are...'

We'd like to focus on Christmas Seasonal and ongoing – and to highlight things like cash for Christmas and fantastic prize winning incentives, and benefits of the use of the facilities and the Christmasland activities including the Frost Lagoon, Kingdom of the Elves etc...

What are your thoughts? I am out of the office tomorrow but Sian and Carla are both here – could you get back to them and we can work out the content and hopefully get this to go live asap.

Kind Regards

Vanya Rose
Human Resources Manager
T: +44 (0) 1834 869900 ext 463

Bluestone Resorts Ltd,
Canaston Bridge,
Narberth,
Pembrokeshire,
SA67 8DE
www.bluestonewales.com



BLUESTONE HOUSEKEEPING PROFILE INTERVIEW FORM

The purpose of the profile interview is to:

Establish whether the candidate has the correct personal profile (i.e. attitude, aptitude & appearance) for Bluestone

Candidate Full Name:	Position Interviewed for: Housekeeping Assistant
Interviewer:	Date of Interview:

1. Introductions			
Explain that the interview will take no longer than 10 minutes. REFER A FRIEND: y/n NAME OF BLUESTONE EMPLOYEE WHO HAS REFERRED YOU: DATE:			
Key Competencies	Positive Indicators	Core Questions	Comments
2. Company Culture			
What we are looking for: - Understanding of main concept of organisation - Understanding of company culture, philosophy - Fit with the organisation	- Has prepared for interview by researching Bluestone - Understands the company's goals, and is able to relate to company culture - Is able to match experiences with the perceived needs of the business	- Why do you want to work for us? - What interests you about the position?	

Carla Roberts

From: Carla Roberts
Sent: 22 May 2020 10:18
To: Carla Roberts
Subject: FW: HSK Recruitment - Budget

From: Debbie Rainbow <DRainbow@bluestonewales.com>
Sent: 24 October 2018 16:13
To: Carla Roberts <CRoberts@bluestonewales.com>
Subject: RE: HSK Recruitment - Budget

Hi Carla,

Thank you for the information. I believe we are now holding on the bus to await the new branding.

We could take the costs of the other initiatives from the staff entertainment allowance as we have not held an ACE Awards this year. Sounds like you have a good plan, let me know if you need anything else from me.

Kind Regards,

Debbie Rainbow

Director of HR and Health and Safety

Bluestone National Park Resort

Tel: 01834 869900 ext 525

Web: www.bluestonewales.com

From: Carla Roberts <CRoberts@bluestonewales.com>
Sent: 24 October 2018 10:09
To: Debbie Rainbow <DRainbow@bluestonewales.com>
Subject: HSK Recruitment - Budget

Hi Debbie,

We've come up with some ideas to help recruit more housekeepers, but my recruitment budget has already gone. The costs are:

Bus = approx. £5000 (this is the cost of printing it and paying Narberth Travel to have it on their bus for 2 years)
Refer a friend = depends on how many people recommend someone but if 10 people are recommended and they all pass their probation it would be £2500
Door drop = £3000 (£1600 for Royal Mail, £1400 for Forrest Printing)
Radio advertising = £1252 (7 weeks with 72 commercials, plus a few more as they often need to fill advertising space)

Could you confirm if we can go ahead, is there budget anywhere else that this could be taken from?

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort



Refer a Friend

IT'S BACK!



If you have a family member or friend that would be interested in working in Housekeeping, you could win some extra cash!

You will receive £50 if they are successful in getting the position

You'll then receive a further £150 once they pass their probation!!



Tell your friend to apply online and when prompted, to put in your full name and which department you work in

Valid until end of January 2019!

Carla Roberts

From: Ruth Thompson
Sent: 11 December 2018 11:00
To: Carla Roberts; Ceri Deakin
Subject: RE: Refer a Friend Form.docx

Hi Carla/Ceri

Can you please enter today's date as I have now made these changes on both Changes and Refer.

Thanks

Ruth Thompson
Payroll Officer
Tel: 01834 869900 (Ext 497)

From: Carla Roberts
Sent: 11 December 2018 10:48
To: Ruth Thompson
Subject: RE: Refer a Friend Form.docx

Hi Ruth,

I've put it in my calendar to update this every Tuesday, I have saved the spreadsheet in your Change of Terms Tracker folder as we both have access to this ☺ there are 3 on there at the moment.

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

From: Vanya Rose
Sent: 05 December 2018 11:39
To: Sheonagh Blackadder; Debbie Downes; Sian Straczek; Ruth Thompson; Carla Roberts
Subject: FW: Refer a Friend Form.docx

I'm going to throw a spanner in the works now – but a good one, I hope!

I have just spoken to Ruth and it would be easier for her to have spreadsheet to follow and would give us a better audit trail, and save on printing and general leg work for everyone all round.
Have a look at the sheet – this should cover all we need. If Carla can pull the info from Reach once a week (name of applicant and the person who has referred them) and send you the list of names for you to populate, then Ruth can dip into this when she completes the pay info every month.
Where can this be saved for easy access for all, that is secure?

Re the referral scheme Sho – Jess will get on to that this afternoon ☺

Kind Regards

i)



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national park resort
...be part of it!

ii)

BLUESTONE'S BRILLIANT BENEFITS:
SUBSIDISED KIDS CAMP DURING SCHOOL HOLIDAYS
FREE BLUE LAGOON AND ADVENTURE CENTRE ENTRY...
AS WELL AS THE BRAND NEW SERENDOME!
FREE TRANSPORT FROM SEVERAL MAJOR TOWNS
EXTRA HOURS AND PROGRESSION OPPORTUNITIES
STAFF DISCOUNTS AND OFFERS
CHRISTMAS FUN – KINGDOM OF THE ELVES TICKETS,
PANTOMIME TRIP, FAMILY CHRISTMAS PARTY
BEING PART OF THE BLUESTONE FAMILY



FOR MORE INFORMATION AND TO APPLY, PLEASE VISIT
WWW.BLUESTONEWALES.COM/CAREERS

...be part of it!

Carla Roberts

From: Debbie Downes
Sent: 29 November 2018 15:43
To: Carla Roberts
Cc: Sandra Witts; Vanya Rose; Sheonagh Blackadder; Sian Straczek; Ceri Deakin
Subject: Job Centres

Hi all I have been in touch with Diane Philips from Haverfordwest job centre who has been helping us with recruitment (asking unemployed people if they would be interested in working at Bluestone and give them the information on the role and benefits, this is conducted with a simple power point presentation) They are then asked to apply on line if they are still interested?

Haverfordwest, Pembroke Dock and Milford job centres have again got on board again. Carla and Sandra to attend.

Haverfordwest Job Centre; 11am -12pm (longer if needed) 10 people interested; Carla and Sandra to attend.

Pembroke Dock job centre; 11am-12pm and 12pm-1pm, 15 people interested; Ceri? and Kate? To attend.

Milford Haven Job centre; 11am-12pm, not sure numbers yet, Carla and Sandra to attend.

Ceri are you able to attend at Pembroke Dock?

Will put together a quick meeting tomorrow or Monday to brief everyone on how we manage these.

Regards,

Debbie Downes

Accommodations services Manager: Operations and Training

Bluestone National Park Resort

Tel: 01834 869900 extn 446

Web: www.bluestonewales.com

1


2

Vision Statement

To be the UK's most loved short break destination.

Mission Statement

To provide a spirited visitor experience through a range of high quality facilities and activities in beautiful surroundings.

To deliver this experience through exceptional service provided by a highly motivated and welcoming team.

To exceed our guest's expectations, provide them with inspired memories

To promote sustainable tourism through enjoyment and understanding of the natural environment.

3

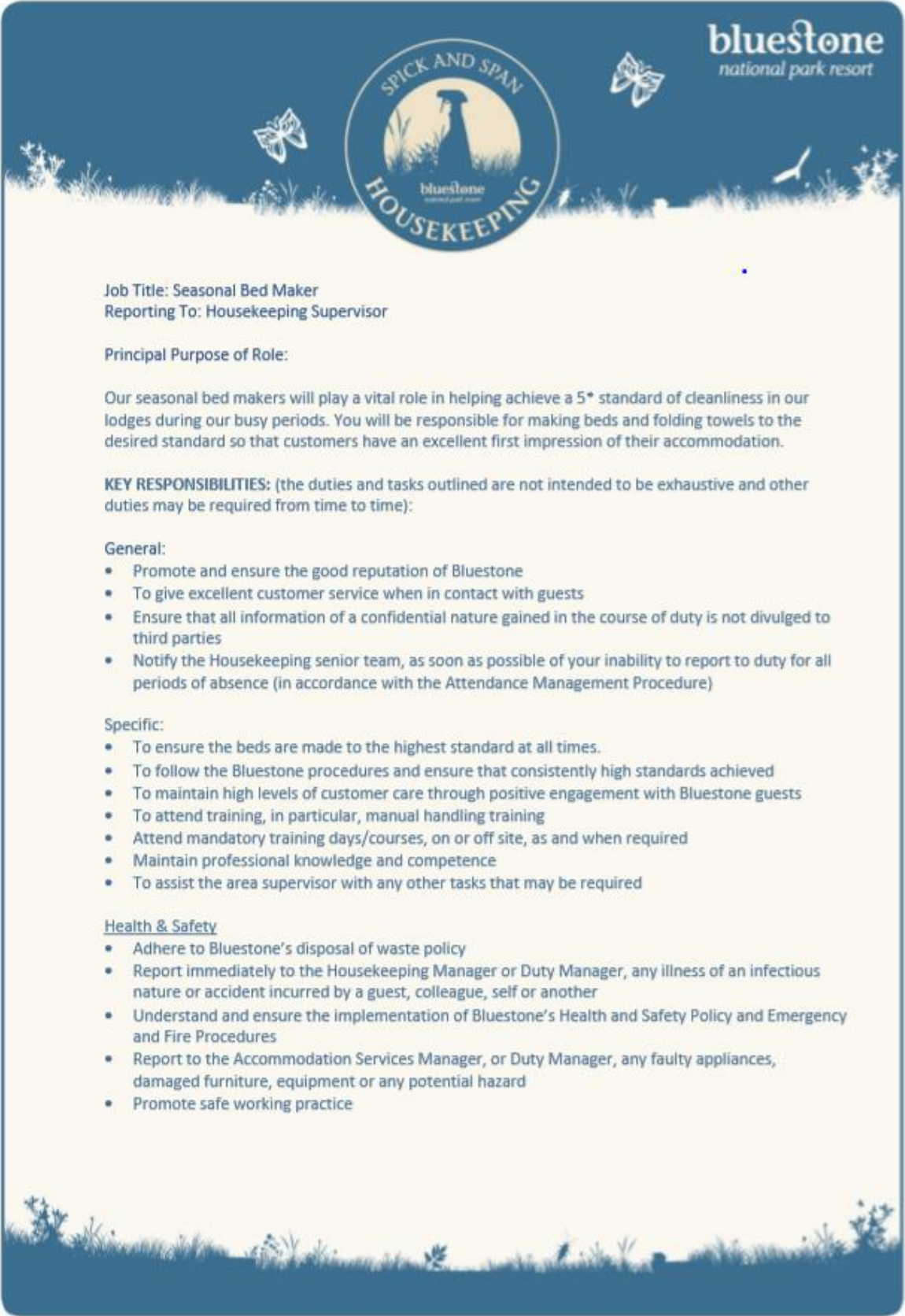
Before Bluestone



Click to add notes

EV31

i)



The document is a job description for a Seasonal Bed Maker at Bluestone National Park Resort. It features a blue header with the resort's logo and a circular 'SPICK AND SPAN HOUSEKEEPING' emblem. The text is organized into sections: Job Title, Reporting To, Principal Purpose of Role, KEY RESPONSIBILITIES (General and Specific), and Health & Safety. The background of the page is decorated with a grassy field and a blue sky with birds.

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national park resort

SPICK AND SPAN
HOUSEKEEPING

Job Title: Seasonal Bed Maker
Reporting To: Housekeeping Supervisor

Principal Purpose of Role:

Our seasonal bed makers will play a vital role in helping achieve a 5* standard of cleanliness in our lodges during our busy periods. You will be responsible for making beds and folding towels to the desired standard so that customers have an excellent first impression of their accommodation.

KEY RESPONSIBILITIES: (the duties and tasks outlined are not intended to be exhaustive and other duties may be required from time to time):

General:

- Promote and ensure the good reputation of Bluestone
- To give excellent customer service when in contact with guests
- Ensure that all information of a confidential nature gained in the course of duty is not divulged to third parties
- Notify the Housekeeping senior team, as soon as possible of your inability to report to duty for all periods of absence (in accordance with the Attendance Management Procedure)

Specific:

- To ensure the beds are made to the highest standard at all times.
- To follow the Bluestone procedures and ensure that consistently high standards achieved
- To maintain high levels of customer care through positive engagement with Bluestone guests
- To attend training, in particular, manual handling training
- Attend mandatory training days/courses, on or off site, as and when required
- Maintain professional knowledge and competence
- To assist the area supervisor with any other tasks that may be required

Health & Safety

- Adhere to Bluestone's disposal of waste policy
- Report immediately to the Housekeeping Manager or Duty Manager, any illness of an infectious nature or accident incurred by a guest, colleague, self or another
- Understand and ensure the implementation of Bluestone's Health and Safety Policy and Emergency and Fire Procedures
- Report to the Accommodation Services Manager, or Duty Manager, any faulty appliances, damaged furniture, equipment or any potential hazard
- Promote safe working practice

ii)

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national park resort

SPICK AND SPAN
HOUSEKEEPING

EXPERIENCE/KNOWLEDGE / SKILLS / UNDERSTANDING:

Essential:

- Previous experience of working in an environment with quick turnaround times
- Ability to work unsupervised/to use own initiative
- Ability to respond to emergency situations in an effective manner

Desirable:

- NVQ 2 in Housekeeping
- COSHH related qualification

PERSONAL ATTRIBUTES / COMPETENCIES REQUIRED FOR POST HOLDER:

- Customer Focused
- Hard working
- Excellent personal presentation.
- Positive “can-do” attitude.
- Willingness to learn and take on board new skills
- Good approach to work and towards others
- Willing to deliver exceptional customer service and an awareness of your impact on the customer experience
- Flexible to the role, punctual and reliable
- Able to plan and organise workload
- Willingness to take personal responsibility

**Bluestone Careers**

Posted by Carla Roberts

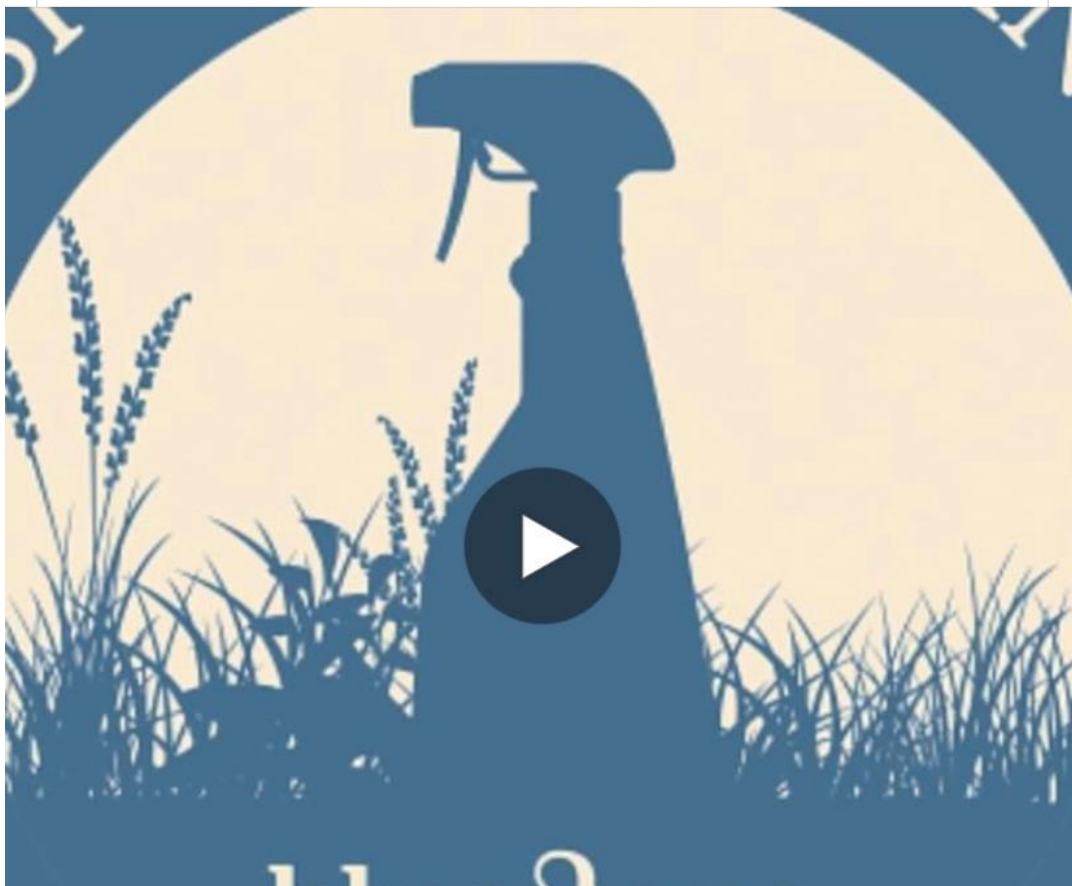
4 December 2018 · ⚙️

There are so many reasons to work in our Housekeeping department! We are currently recruiting for two roles; one is a permanent Housekeeping Assistant with an immediate start available; the other is a seasonal Bed Maker - perfect for people looking to earn some extra cash over the Christmas holidays! 🌲💰 visit www.bluestonewales.com/current-vacancies-new for more information.

**Bluestone Careers**

1 July 2018 · ⚙️

Looking for a part time job? We have Housekeeping Assistant positions available. Competitive rates of pay. Here are 10 reasons why you s... See more



EV33

From: Vanya Rose <VRose@bluestonewales.com>
Sent: 14 December 2018 13:42
To: Carla Roberts <CRoberts@bluestonewales.com>
Subject: Time Back

Hi Carla,

Well done on getting everything sorted in time for Housekeeping! By getting the new role live online and sorting the refer a friend and door drop it has meant we have been able to recruit new starters, thank you for providing that data too. I know you've worked late most nights in the last few weeks, so please make sure you take some time back. Put something in the calendar and invite me so I know what day you're taking back.

Kind Regards,

Vanya Rose Assoc. CIPD
Human Resources Manager
T: +44 (0) 1834 869900 ext 463

Carla Roberts

From: Vanya Rose
Sent: 29 November 2018 11:12
To: Carla Roberts
Subject: RE: Refer a Friend - Housekeeping

This is excellent, Carla – please can you save it in the recruitment folder on the intranet – is it out on flow?

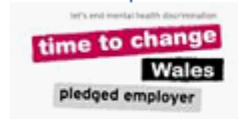
Kind Regards

Vanya Rose
Human Resources Manager
T: +44 (0) 1834 869900 ext 463

Bluestone Resorts Ltd,
Canaston Bridge,
Narberth,
Pembrokeshire,
SA67 8DE
www.bluestonewales.com



bluestone
national park resort



From: Carla Roberts
Sent: 28 November 2018 14:47
To: Adventure Centre Managers; Blue Lagoon Managers; FBDutyMan; FOHSupervisors; Grange Senior Team; Housekeeping Senior Team; Ian Miles; Jenna Ceevely; Lyn Blöfeld; Manager; Sian Hawkins; Spa Managers
Subject: RE: Refer a Friend - Housekeeping

Sorry, use this one! ☺

From: Carla Roberts
Sent: 28 November 2018 14:40
To: Adventure Centre Managers; Blue Lagoon Managers; FBDutyMan; FOHSupervisors; Grange Senior Team; Housekeeping Senior Team; Ian Miles; Jenna Ceevely; Lyn Blöfeld; Manager; Sian Hawkins; Spa Managers
Subject: Refer a Friend - Housekeeping

Carla Roberts

From: Carla Roberts
Sent: 18 May 2020 17:00
To: Carla Roberts
Subject: FW: Headcount 05.12.18.xlsx

From: Debbie Downes <DDownes@bluestonewales.com>
Sent: 05 December 2018 17:57
To: Carla Roberts <CRoberts@bluestonewales.com>
Cc: Vanya Rose <vrose@bluestonewales.com>; Sian Straczek <SStraczek@bluestonewales.com>; Sian Straczek <SStraczek@bluestonewales.com>; Jane Gregory <jgregory@bluestonewales.com>
Subject: RE: Headcount 05.12.18.xlsx

Hi Carla, wow that's great, We will be holding assessments for this role over 2 Saturdays, 15th December and 22nd December. Do you think it would be good to put together an interview form, just for bed making? We will have full assessment days on them Saturdays, if there is anyone who could help from HR we would be grateful, also would be good to look at the induction side, Sho has put together a Health and Safety sheet for them and we will be looking at a tool box talk on etiquette when entering lodges, are you free tomorrow at anytime? Also have Future Works got back to you? We could look at an Assessment Day next Thursday for them?

From: Carla Roberts
Sent: 05 December 2018 17:23
To: Vanya Rose; Housekeeping Senior Team; Jane Gregory
Cc: Debbie Rainbow
Subject: RE: Headcount 05.12.18.xlsx

We have had 25 applications so far for Seasonal Bed Maker ☺ two of these have now moved over to HSK Assistant instead which is great.

Have invites gone out for the bed making assessment/induction?

From: Vanya Rose
Sent: 05 December 2018 14:07
To: Sheonagh Blackadder; Carla Roberts; Housekeeping Senior Team; Jane Gregory
Cc: Debbie Rainbow
Subject: RE: Headcount 05.12.18.xlsx

Thanks Sho - great to see an improvement of +9 on headcount from last week's report which predicted -28.4 short for December, so now -19.4.

The recruitment drives at the job centres today sound really positive with 7 to offer to – do you need a hand to do any calling to invite for tomorrow's induction? Please let us know.

Fingers crossed for tomorrow's drive at Milford.

Carla – can you give us an update on applicants for bed makers? Can we help to get the screening started on these / invite for inductions?

Kind Regards

Vanya Rose Assoc. CIPD
Human Resources Manager
T: +44 (0) 1834 869900 ext 463

EV36

Actual / Forecast Headcount		Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
B/Fwd		289	289	288	283	274	277	277	269	265	256	261	269
Leavers	permanent	7	9	14	19	5	12	13	16	18	10	12	4
	seasonal	16							1	3			
Starters	permanent	23	8	9	10	8	5	4	13	12	15	20	18
	seasonal						7	1					10
C/Fwd		289	288	283	274	277	277	269	265	256	261	269	293

Requirement	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
FTE actual / forecast	289.0	288.0	283.0	274.0	277.0	277.0	269.0	265.0	256.0	261.0	269.0	293.0
FTE required per budget	287.8	290.8	286.7	279.0	273.8	274.1	259.7	264.6	278.6	288.8	292.9	296.4
(Shortfall) / Surplus FTE	1.2	-2.8	-3.7	-5.0	3.2	2.9	9.3	0.4	-22.6	-27.8	-23.9	-3.4

Payroll cost per departure (Budget)	£56.63	£53.70	£53.21	£54.11	£57.54	£58.98	£58.89	£63.51	£61.80	£57.67	£55.18	£54.28	£53.56
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Carla Roberts

From: Carla Roberts
Sent: 22 May 2020 16:11
To: Carla Roberts
Subject: FW: Merry Christmas!

From: Sian Straczek
Sent: 23 December 2018 17:47
To: Yvonne Buckingham; Glenn Hewer; Vanya Rose; Carla Roberts
Subject: Merry Christmas!

Hi all,

Just wanted to say a massive THANK YOU for everyone's efforts in getting our headcount up in time. Today was the dreaded Sunday changeover, we had 18 absences but had predicted 24, which meant we had all lodges covered.

Without help from Marketing and HR we couldn't have done it. I'm sure there will still be some sticking points in January, as the seasonal staff will have gone – we'll need to continue with the push on radio and social media. Yvonne/Glenn, is that ok?

Carla, can we keep the refer a friend scheme going for a while? We had 8 people refer their friends and family so it worked really well. The bed makers have helped but if possible we'll try and avoid needing them in the future, the students have been ok but the calibre of the other bed makers (from Remploy and job centre days) hasn't been great.

We'll definitely do another door drop as that seemed to work really well (Carla said 22 applicants put 'leaflet' as the reason they heard about the role.)

We'll meet after Christmas to discuss the plan going forward. In the meantime, hope you all have a lovely and well deserved Christmas break!

Kind Regards,

Sian Straczek

Head of Accommodation Services

Bluestone National Park Resort

Tel: 01834 869900 ext 596

Web: www.bluestonewales.com

EV38

i)

Carla Roberts

From: Carla Roberts
Sent: 22 May 2020 16:33
To: Carla Roberts
Subject: FW: Merry Christmas!

From: Debbie Rainbow <DRainbow@bluestonewales.com>
Sent: 24 December 2018 13:26
To: Carla Roberts <CRoberts@bluestonewales.com>
Subject: FW: Merry Christmas!

Hi Carla,

Great, well done. I will share with ET in our next meeting. Please ensure that recruitment is on the agenda for your weekly catch ups going forward, so that the communication is ongoing.

Sian raises a good point regarding the selection of candidates, hopefully we won't be so reactive next time which would solve this.

Kind Regards,

Debbie Rainbow

Director of HR and Health and Safety

Bluestone National Park Resort

Tel: 01834 869900 ext 525

Web: www.bluestonewales.com

From: Carla Roberts <CRoberts@bluestonewales.com>
Sent: 24 December 2018 11:23
To: Carla Roberts <CRoberts@bluestonewales.com>
Subject: FW: Merry Christmas!

Hi Debbie,

Please see the below email from Sian. The recruitment campaign was a success overall as they managed to cover all lodges yesterday and should be ok for Thursday depending on absences. The total spend for this was £5852.

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900

Web: www.bluestonewales.com

From: Sian Straczek
Sent: 23 December 2018 17:47
To: Yvonne Buckingham; Glenn Hewer; Vanya Rose; Carla Roberts
Subject: Merry Christmas!

ii)

Hi all,

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Kind Regards,

Sian Straczek

Head of Accommodation Services

Bluestone National Park Resort

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Web: www.bluestonewales.com