

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to the Management of Change

Activity 1 - 3

Word Count: 4808

Student Name: Melanie Goldsworthy

Student Number: 1905548

CIPD Membership Number: 55478711

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: MGoldsworthy

Date: 17/01/2021

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Evidence Matrix

Candidate name: Melanie Goldsworthy				CIPD Membership/registration No.: 55478711		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN): 1905548		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AMOC	Contributing to the management of change	1.1	Email regarding potential closure	E1		
5AMOC	Contributing to the management of change	1.2	Communication on 16.12.2020 to employees	E2		
5AMOC	Contributing to the management of change	1.2	Communication to guests	E3		
5AMOC	Contributing to the management of change	1.3	Email from manager with tasks to complete	E4		
5AMOC	Contributing to the management of change	1.3	Example of completed task	E5		
5AMOC	Contributing to the management of change	1.3	Screenshot of Bluestone Newsletter regarding covid-19	E6		
5AMOC	Contributing to the management of change	1.3	Screenshot of training platform (Flow) where we communicate info to staff	E7		
5AMOC	Contributing to the management of change	1.4	Change plan	E8		
5AMOC	Contributing to the management of change	1.4	Shareholder map	E9		
5AMOC	Contributing to the management of change	1.4	GANTT Chart	E10		
5AMOC	Contributing to the management of change	1.5	Communication to employees on 19.12.2020	E11		
5AMOC	Contributing to the management of change	1.5	Email from my director delegating tasks	E12		

5AMOC	Contributing to the management of change	1.5	Screenshot of a furlough spreadsheet	E13		
5AMOC	Contributing to the management of change	1.5	Example furlough letter emailed to employees	E14		
5AMOC	Contributing to the management of change	2.1	Email from me providing update on tasks to my manager & director	E15		
5AMOC	Contributing to the management of change	2.1	Email to employee answering query regarding furlough	E16		
5AMOC	Contributing to the management of change	2.2	Email to employee offering support resources	E17		
5AMOC	Contributing to the management of change	2.2	Screenshot of Bluestone website with guidelines for guests	E18		
5AMOC	Contributing to the management of change	2.2	Examples of information that could be found on bluestone website for guests	E19		
5AMOC	Contributing to the management of change	2.2	Email from Director of PS to employees on 08.01.2021	E20		
5AMOC	Contributing to the management of change	2.4	Screenshot of survey system previously used to gather data	E21		
5AMOC	Contributing to the management of change	2.5	Screenshot of Bluestones 'xdrive' where we store data and personnel files	E22		
5AMOC	Contributing to the management of change	2.5	Master copy of furlough spreadsheet	E23		
5AMOC	Contributing to the management of change	2.5	Data protection & GDPR policy	E24		
5AMOC	Contributing to the management of change	3.1	Updated GANTT chart	E25		
5AMOC	Contributing to the management of change	3.1	Screenshot of social media post from employee	E26		
5AMOC	Contributing to the management of change	3.4	Screenshot of CIPD profession map change section for 'associate'	E27		

Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.

- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:

A handwritten signature in black ink, appearing to read 'M. Coddsworthy'.

Date:

17/01/2021

Contributing to the Management of Change

Personal Statement LO1

Change is constantly happening within organisations and there are many different factors that effect change and how it is dealt with and perceived. The Covid-19 pandemic has created a situation of rapid change and disruption for organisations in 2020: changing their focus, expanding or contracting their activities and rethinking their platforms, products, and services (CIPD, 2020).

In December 2020 the covid cases were on the rise and there had been talk of another lockdown taking place, similar to the one in March. A potential closure due to coronavirus is an external factor as it is out of our control. We can only act to minimize the potential damage another closure may cause for all stakeholders. The stakeholders are the employees, guests and shareholders; each of these groups of people will need different support and resources from Bluestone as staff will be furloughed or laid off.

In preparation for another lockdown and closure of the resort I was involved with planning and implementing this change of operation. This would mean that once again Bluestone would need to go from operating normally to being closed. As this had already been done in March, guests and staff were more used to and aware of the process meaning the *freezing > unfreezing > refreezing* stages would be easier. Handling this change process well is a necessity for guests and staff in order to feel that they are safe and have confidence that we are doing the right thing and doing it well. It is vitally important to maintain good relationships throughout the process (Lewin's Change Management Model: Understanding the Three Stages of Change, n.d.).

The plan is to go from being open and operational to being closed with minimal staff working in order to comply with the law and reserve cash. A closure will be communicated to employees using any email, social media or training platforms to allow as many staff to see the communication and have the opportunity to respond or raise queries. Guests will receive an email from the Sales team regarding their affected breaks.

1.1 Establish the need, objectives and potential benefits in relation to a specific change requirement.

In **E1** you can see an email from our Director of Operations regarding the potential lockdown and a list of priorities to take place. This email was circulated in order to prepare for another closure and to protect staff and guests; if another lockdown was officially announced by the PM it would also be legality. The objectives for this closure were to protect staff and guests' health and welfare, save jobs and preserve cash. The potential benefits of acting on this information sooner is that it gives us time to action tasks to ensure the smooth transition from being open and operating as normal to being fully closed and with minimal staff. Acting sooner also protects Bluestones reputation and a respectable business and employer. *Although some change comes out of the blue it is better to have to review a plan then to have no plan at all* (Managing change | Acas, n.d.).

To confirm:

- The needs: to protect staff, guests and comply with the law.
- The objectives: to protect staff and guests' health and welfare, save jobs and preserve cash.
- The potential benefits: acting sooner provides time to prepare to close the resort without rushing. Acting sooner and on our own initiative protects Bluestones reputation. Staff and Guests want to see Bluestone acting from a moral point of view with regards to covid and not acting only because the government have forced us to close.

E1

From: Rebecca Rigby
Sent: 14 December 2020 15:55
To: Heads of Department; Mike Slack; Ian Miles; Lucy Holroyd; Jessica Krelle; Mel Goldsworthy
Cc: Pamela McNamara; William McNamara; Debbie Rainbow; Kevin Ward; Emma Davies
Subject: Covid 19 - update from today
Importance: High

Dear All,

Further to the meeting at 1pm today, where we held a Zoom call to discuss the latest update on the Covid 19 situation including a potential lockdown at the end of December, the agreed actions are below. Our aim is always to protect staff and guests' health and welfare, save jobs and preserve cash. Acting now is our best course of action to avoid any unnecessary delays in a potential closure or adding extra pressure to our staff and guests if we do decide to close the resort. Please read through and address as necessary. If you have any questions, please give me shout.

Short term actions (today)

- Sales calls will be monitored by Guest Services today until 7pm to see if we are getting any calls from guests arriving imminently
- Marketing are continuing to monitoring all social media feeds
- The newest version of the staff toolbox talk is being updated as I type and will be communicated out to staff.
- HR to set up a daily early alert email to the wider business to share any spikes in absence calls, so that we can have a shared view at the earliest opportunity on any staff challenges across the departments. Mel Goldsworthy, HR, will email out at the end of each day to confirm the absence numbers and reasons for the day to allow us to keep track of staff absences.

Long term actions (next couple of days – to be reviewed)

- We are updating our FAQ sheet to communicate to guests outlining all proactive actions we are carrying out on site to instil confidence to book – all teams to send information around what we are doing above and beyond BAU to Abi for compilation
- Pocket guides on good self-hygiene standards (generic) will continue to be produced and inserted into all welcome packs
- Any issues with staff will be managed on a case by case basis. We will also produce a FAQ sheet to support managers with these conversations - we will be monitoring this closely
- All key fobs to continue to be sanitised on changeover days
- External meetings to be curbed and skype or other means to be utilised instead
- Departments to prepare for another lockdown as we did in March – if this is officially communicated by MD then we will write to employees and guests but for now, we will hold fire.

Current and accurate information can be obtained on the Government website below:

<https://www.gov.uk/guidance/wuhan-novel-coronavirus-information-for-the-public>

Many thanks,

1.2 Analyse who will be affected by the changes and their potential information and support needs.

The main people who will be affected by other closure will also be the same people affected in the closure in March; the guests, staff, traders and investors. Guests will be affected as they will be unable to attend their breaks. Staff will be affected as they may be placed on furlough again, laid off if they are not entitled to furlough or asked to remain working. These affect staff as being on furlough or laid off means that they will receive less or no pay for that period of time they are not in work. The staffs that are required to work are doing so in a situation where the pandemic has worsened and they may have their own concerns about attending work.

In order to alleviate some of the stress and to provide support to employees, guests and stakeholders Bluestone have a range of support services in place that can be used. These are detailed in **E2** where Bluestone has also made a decision to close the resort after the Christmas break, but to summaries they are:

- Use of Bluestone free employee assistance programme
- Health Assured via helpline or app
- Emailing the HR team on the email address provided

Each of the above are support resources we already use and have for employees. There is a cost that we pay annually for the EAP & HA but this premium hasn't increased due to the pandemic. Bluestone also sent an email to guests who would have been staying over that period with information and an FAQ link to help answer some of their questions. This is shown in **E3**.

The people who would be most affected were identified and communicated with. It is important to put people at the top of the agenda and ensure they are being included in the decision making process, or at least being kept informed about the actions the organization is hoping to take (McCarthy, 2004).



Wednesday 16 December 2020

Dear Bluestone Team,

After significant and heartfelt consideration, we have made the difficult decision to temporarily close Bluestone from Monday, 4 January until Monday, 1 February.

We know that it is likely to continue to be a challenging winter and our utmost priority remains the health and wellbeing of our staff and guests.

For the next three breaks we will remain open for our guests provided this is allowed under government guidance, operating as always with the highest level of health and safety procedures in place and strictly following the latest Welsh Government guidance. Christmas and New Year breaks are often made quite far in advance and we are working hard to ensure that those who plan to stay with us over this festive period enjoy quality family time together safely. I know that you will all do your best to ensure they have an excellent Bluestone Christmasland experience.

We hope that by giving this advance notice it will allow some certainty, at this very uncertain time. However, we know that this remains a very concerning time for everyone. You can be assured that the three pillars that William set out in March remain our guiding principles. We will continue to do everything we can to protect the health and welfare of our staff and guests, preserve cash, and maintain jobs. These three pillars remain at the forefront of our minds.

Your Line Manager or Head of Department will discuss your own individual circumstances with you, but as a guide for the closure:

- For the period of closure eligible employees will be offered a period of furlough leave under the Government's Coronavirus support scheme. Employees will receive a letter from the HR Team to their personal email account which will outline furlough or flexible furlough arrangements. Equally employees will be contacted by their Line Manager or a Member of the Leadership team to invite them back into the work place. Any furlough related queries should be directed to HRAdmin@bluestonewales.com
- There are a minority of employees that unfortunately do not qualify for furlough under the current Government support scheme, the HR team will write to affected employees and sign post alternative support that is available.

We greatly appreciate that this may be a difficult time for some and we provide a free Employee Assistance Program (EAP) accessible to all employees. The service offers unlimited access to a free confidential telephone helpline and an online Health and Wellbeing Portal and mobile app. Health Assured offer arrange of support services from health & lifestyle, Legal information, work life and home life support. Employees can download and register the My Health Advantage app from Google Play or the App Store, once downloaded employees will need to enter the code: MHA001054. Alternatively, employees can call the free 24hr confidential helpline on 0800 0305182.

Looking after our own wellbeing is especially important during this time, the People Services team are on hand to support, and sign post support available. For further information, do not hesitate to email HRAdmin@bluestonewales.com.

You know by now that we all have a vital role to play to protect ourselves, our guests and our loved ones from coronavirus. It remains essential, particularly going into the Christmas period, that we are all strictly following the Welsh Government guidance both inside and outside of work hours.

This comes with our utmost thanks for your understanding, and very best wishes for a Merry Christmas and a safe and happy New Year.

Best Wishes,

Stuart Jaynes
Director of People Services

Dear Guest,

After significant and heartfelt consideration, we have made the difficult decision to temporarily close Bluestone from Monday, 4 January until Monday, 1 February.

We are so sorry not to be able to welcome you to Bluestone for your planned break. We know that it is likely to continue to be a challenging winter and our utmost priority remains the health and wellbeing of our guests and staff.

You will automatically receive a full refund for your stay within 28 days of your arrival date, or be contacted for your refund details if we are unable to access these on file.

We hope that by giving guests this advance notice it will allow some certainty, at this very uncertain time. We really look forward to welcoming you back to Bluestone in the months ahead.

This comes with our utmost thanks for your understanding, and our very best wishes for a Merry Christmas and a safe and Happy New Year.

The Bluestone Team

CLOSURE FAQ

1.3 Identify the resources required for the change process and how these will be made available.

The main resources required from a HR point of view are to be able to provide accurate advice and assistance to managers and employees. Most of my information would be found on the GOV website or communicated to me from my manager. Below (E4) is an email from my manager asking for me to complete certain tasks to assist with the closure process. These would include ensuring that employees have all been previously communicated to and to submit a report once a day to keep track of employee absences (E5).

These tasks take time and will continue until after the resort has closed. The cost of these recourses is mainly due to HR continuing to work as opposed to being furloughed and other tasks that would have been usually carried out such as employee relation issues are being paused. Other resources include the continued utilization of the furlough scheme, making employees aware of the supports in place via email, the Bluestone Newsletter (E6), Flow (online training platform – E7) and through their managers.

E4

From: Jessica Krelle
Sent: 16 December 2020 12:58
To: Mel Goldsworthy
Subject: Actions for resort closure

Hi Mel,

As per our conversation earlier regarding the closure of the resort, you will remain working full time as there are quite a few things to do and HR will be a point of call for staff via the admin inbox.

Over the next couple of weeks could you focus on the below in green (things in yellow are for me but good for you to know):

- Continue to email out the absence numbers for each day to Debbie, Stuart, Rebecca & Lucy – these numbers may begin to rise if the infection rate is increasing or if staff are becoming anxious
- Reply to the emails that come through to the admin inbox for staff – let me know if you need any help as there may be quite a few
- I will continue to update the furlough spreadsheet so if you have any managers send you their updated spreadsheet, please forward it on to me
- Mandy will be pulling off a report of employees who are not entitled to furlough and emailing it to us in case they email the admin inbox. I will write to them formally to explain as soon as I can
- I need you to continue to go through that spreadsheet I sent you to check which employees received a furlough letter during the first lockdown and to make sure a copy is on their file
- Once we have the completed lists of employees going on furlough for each department I will email those employees with the appropriate template letter

Thanks,

Jess

E5

Good morning,

Please see the absences for today. I have amended the report slightly so the below screen shot only shows new absences that are coming through.

We currently have:

- 35 Staff who are self isolating due to symptoms of or living with someone who has symptoms of COVID-19
- 4 Staff who are self isolating for a different reason related to COVID-19
- 31 Staff absences due to unrelated reasons

Timestamp	Employee No.	Department	Reason
Yesterday at 20:26		2305 F and B Wild Wood	No message left
Today at 08:44		3120 Bike Hire	Unrelated
Today at 08:32		2912 Housekeeping	Feeling unwell

Kind Regards,
Mel Goldsworthy
People Services Officer
Bluestone National Park Resort

Coronavirus: Latest Updates

Changes to Food & Beverage Outlets

Following the recent announcement by the Welsh Government on new rules for bars and restaurants, we have reviewed the guidance provided for accommodation providers which will enable all of our outlets to remain open until 10pm serving soft drinks only. We will also continue to offer our takeaway options available for collection or delivery if guests would prefer to dine in the comfort of their own lodge. In line with the new restrictions, we are no longer able to sell alcohol in our bars and restaurants to be consumed on the premises. Guests are still able to purchase beverages from Newton Stores in the village, and with takeaway meals. Any alcohol must be consumed in accommodation, and this will be strictly enforced.

Update on The Spa

We are working hard and we are looking forward to a time when we are able to open all of our experiences for our guests. The health, safety and wellbeing of our staff and guests continues to be our utmost priority, for this reason we have made the difficult decision to keep the Spa closed until February 2021. We would like to take this opportunity to say 'thank you' to all of the Spa Team for their support and understanding during the last uncertain 9 months where they have adapted positively and been flexible to the needs of the business supporting other departments where needed and have enhanced the guest experience and added real value to the business. We are however pleased to announce that subject to government guidelines we will re-open the spa on Friday the 12th February 2021 and look forward to welcoming our team and guests back then. All guests with bookings for January and early February are being informed directly and will be moved into another break.

Travel Rules Between England & Wales

The First Minister has announced today that travel to and from Tiers 1 and 2 in England and Scotland will now be allowed in Wales. He has also confirmed that all travel restrictions within the UK between the 23rd and 27th December will be suspended to allow people to meet members of their Christmas bubble. Please note that current Welsh Government guidance still suggests that only one household will be able to stay in holiday accommodation, and not extended households or bubbles. However, restrictions announced for tiers 3 in England, level 3 and 4 in Scotland and the whole of Northern Ireland, does mean that sadly we will not be able to welcome guests from these areas at this time. If guests are travelling from any of the restricted areas then their break is completely covered by our Coronavirus Booking Guarantee. If guests are affected by any of these restrictions and have a break booked within the next 21 days and they need to move or cancel their break they can email: breakchange@bluestonewales.com or refunds@bluestonewales.com depending on the option they need.

Blue Lagoon Water Park

In line with the latest Welsh government restrictions for indoor attractions, from Thursday 3rd December at 5.45pm the flumes at the Blue Lagoon will close until further notice. We continue to monitor restrictions and guidance as they are issued and will keep you updated of any further changes.

With the regularly changing rules and legislation around coronavirus, we are advising staff to monitor the Welsh Government's Frequently Asked Questions page:

<https://gov.wales/coronavirus-regulations-guidance>



E7

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Outstanding

External Training

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Next Appraisal

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Notifications

2

You have 2 unread Noticeboard items

News

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1.4 Devise a plan, including objectives, actions and timescales for implementing the required change.

As I do not have a copy of the actual change plan for this process I have added **E8** to demonstrate what should take place, **E9** which demonstrates stakeholders and **E10** which is a GANTT chart displaying the time scales for each task. Change is always happening so a change that is planned with care and implemented well will add to the success of the outcome, unless it isn't handled well in which case it can do more damage than good (The Four Principles of Change Management: How to Support Change in Your Organization, n.d.).

HR plays an important role in planning, implementing and measuring a change initiative. Often business fail to embed a change due to employee resistance, failure to prepare and poor or miscommunication about the change. HR is often involved with the process and communication of the change so it is important that this is done well to maximize the desired outcome (Cadman, n.d.).

Example Change Plan

Created by	Mel Goldsworthy
Date	08/01/2021
Version	1



Vision and Objectives
The vision/needs are to protect staff, guests, stakeholders, and comply with the law. The objectives are to protect staff and guests' health and welfare, save jobs and preserve cash. Acting on information and complying with the law is in the best interests of all stakeholders and the business.
Activities to achieve objectives
The activities and objectives to achieve this are to - Consider who is best positioned to help us implement, plan and achieve the change plan. In Bluestone there are a number of internal people who are in the right position and understand the culture of the business to maximise the effectiveness of the change plan. These people are mostly directors. - To maximize the change through buy-in from people across the business about the change as it is more likely to succeed if employees understand why it is needed and the benefits. In the case of Bluestone, the change is needed to protect the health, safety and welfare of staff and guests. - We also need to consider the impact we want the change to have and how we measure its effectiveness. Bluestone has a survey which is submitted to all employees and asks for their opinions on how safe they feel at work, to rate how they are feeling from 1-10, and their general wellbeing. - Timing will vary depending on each stage; pre closure, closed, and re-open. Pre closure and re-open will be the most time pressured as there may not be much notice of these dates. - Pre closure will include furloughing employees, deciding who remains working, closing of outlets & departments, ensuring essential admin is completed - Closure will include responding to any new queries, furloughing or brining back small amounts of staff depending on their role, being proactive with any new government guidelines or rules that come into place - Re-open will include bringing back almost all of the workforce from furlough within a short timeframe, re-opening outlets/departments and implementing any new measures put in place by the government.
Business case (evidence-based - include data, benefits of change, gap analysis - difference between current and future states, issues and risks)
(I cannot provide an example of business case as this change is mandatory through law)
People affected (stakeholders - employees, particular employees, customers, shareholders)
The people most affected by the change are the staff, guests and stakeholders. Each will need to be supported or signposted to support if it cannot be delivered by us
Scope of change (eg one site, one product group)
As the scope of the change is the closure of the whole resort, it affects everyone, including those who need to continue to work.
Roles (project manager, sponsor, team members)
The roles for particular people are: HR to support employees & managers with queries, furlough arrangements, employee

JT 7.10.19

resort was handled instead of the questions about how safe they are feeling at work as most employees will not be working.
Success Measures
To measure the success of this closure and re-open, we can look at the comments from the survey and compare them to the results from the lockdown in March 2020. Informal feedback from staff and managers about how they found the second lockdown in comparison to the first may be valuable as everyone has experienced this at least once and have an idea of what to expect.

relation issue that arise due to closure and understanding the legalities of these processes. - Line Managers – To reassure their teams and communicate the change to them transparently. They will also need to consider which staff are to be furloughed (depending on department as some will all be furloughed) - Directors – deciding who/which departments need to remain operating, such as security and maintenance due to the natures of their roles. Dealing with unforeseen issues/obstacles and ensuring we are acting within the law at all times.
Communication strategy (attach communication plan, list of change champions)
Communication for employees to come from the Direct of People Services explaining why the closure is happening, benefits (if any), and support in place for those who need it. Guests will receive a similar communication from the Sales department about their planned breaks and to expect a refund. For employees this will be communicated to them via Flow (online training), in any briefings that take place via Zoom for example, email, work social media pages, and within the Newsletter. This is the best way to reach all employees.
Support to be offered (advice, counselling, coaching, mentoring, representation, training - attach, for example, a training plan)
For employees the support offered will consist of: - Use of Bluestone free employee assistance programme - Health Assured via helpline or app - Emailing the HR team on the email address provided
Timings and milestones
Initially there will be limited time to arrange the furlough of all but essential employees and closure of all outlets to close the resort. Once this process has been completed an anticipated re-open date will be proposed and remain unless the government state otherwise. After the closure there will be less time bound activates in relation to the closure until we know the re-opening date. Once lockdown has ended and a re-open date has been confirmed the hard work starts again with arranging all furloughed employees to return, opening of complex outlets such as the Blue Lagoon (due to the water works, plant machinery and timings in relation to how quickly the pool can be filled with water without damaging infrastructure).
Resources required, including cost (equipment, time, people, materials, guidance)
Initially resources will be for certain departments to assist such as HR, Payroll, Directors and each outlet to close their department down. This will be within a strict timeframe as lockdowns can be announced within hours of being enforced. Guidance from the GOV.co.uk website is always used by HR when answering queries about furlough/lockdown/pay etc., As for cost, it is more related to loss of revenue through the closure than a particular cost associated with closing departments and furloughing employees. Nevertheless this is still a high amount of revenue we will not be making.
Monitoring activities
In order to monitor the closure, employees will continue to receive the survey that asks about their welfare. There is potential to amend the survey to ask how employees felt the closure of

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Stakeholder Mapping Worksheet

Stakeholder Influence/Interest Matrix

For each key stakeholder, characterize them using the following stakeholder influence grid.

Influence	High	Keep Satisfied	Key Players
	Low	Minimal Effort	Keep Informed
		Low	High
		Level of Interest	

Stakeholder Grouping

Using the Stakeholder Influence/Interest Matrix, complete the table below. This will help determine stakeholder's grouping for change communications.

Stakeholder Name	Influence Level	Level of Interest	Stakeholder Grouping
Guests	High	High	Key Players
Employees	Low	High	Keep Informed
Investors	High	High	Key players
Traders	Low	High	Keep Satisfied
Community	Low	High	Keep Satisfied

E10

Milestone Description	Assigned To	Progress	Start	No. Days
List staff going on furlough/being laid off	Jessica Krelle	10%	Dec-19	3
Comms to be circulated to employees	Stuart Jaynes	50%	12/19/2020	1
Comms to be circulated to guests	Yvonne Buckingham	50%	12/19/2020	1
Comms to other stakeholders & Press	Abi Wye	50%	12/19/2020	1
Respond to HR Admin queries	Mel Goldsworthy	50%	12/21/2020	3
Email furlough letters to employees	MG & JK	0%	12/21/2020	3
Finalise refund/re-booking for guests	Yvonne Buckingham	50%	12/21/2020	2
Furlough remainder of employees (HR, Finance)	Stuart Jaynes	0%	12/23/2020	1
Close down of each department	HOD's	5%	12/19/2020	5
Admin complete for previous furlough letters	Mel Goldsworthy	70%	12/19/2020	3

The Gantt chart displays the timeline for the Bluestone Closure project. The x-axis represents dates from December 16 to January 1. The y-axis lists the milestones. Each task bar is color-coded based on its priority:

- Low Priority (Green):** Includes 'List staff going on furlough/being laid off' (Dec 19-21) and 'Admin complete for previous furlough letters' (Dec 19-21).
- Medium (Blue):** Includes 'Respond to HR Admin queries' (Dec 21-23) and 'Email furlough letters to employees' (Dec 21-23).
- High Priority (Orange):** Includes 'Comms to be circulated to employees' (Dec 19), 'Comms to be circulated to guests' (Dec 19), 'Comms to other stakeholders & Press' (Dec 19), 'Furlough remainder of employees (HR, Finance)' (Dec 23), 'Close down of each department' (Dec 19-23), and 'Finalise refund/re-booking for guests' (Dec 21-22).

1.5 Communicate the change plan, and gain agreement for its implementation, from decision makers.

A couple of days after the initial announcement of the resort closing, Mark Drakeford announced that Wales would be going into a full lockdown from midnight on the 19 December 2020. This meant that we had a matter of hours to then prepare for a closure. **E11** shows the email that was sent following the new announcement to all employees. It is good to communicate the change using narratives and storytelling where appropriate as this allows the individuals to understand the reason for the change and translate this into meaningful actions for themselves (CIPD, 2020).

Communication can be distributed through a range of technology channels, which is good considering the current situation and the need for social distancing. Communication should ideally also be two way so that it comes from the top (directors), down to employees who can also feedback to the top. The level of breadth, depth and frequency to the communication needs to be effective.

E12 shows an email from my Director with the agreement of the closure happening sooner than planned and our roles for each task that then needed to be completed. My role was to continue to respond to queries that were being emailed into the HR admin inbox and support my manager with her workload. Carla was requested to review the current vacancies and decide which ones needed to be paused and which needed to continue. The reason that only some were paused and not others was due to department needs. Housekeeping for example, would be closed and all staff furloughed for the duration of the lockdown so recruitment for this department would not need to continue until the resort re-opened. Pausing this alongside the lockdown also reserves cash as managers are not being paid to carry out interviews or train potential new employees who would not actually start their jobs for weeks or months. Other departments such as Security would need to continue their recruitment process as they are always working. To pause their recruitment could cause burn-out and stress due to a lack of staff.

Jess was requested to collate the spreadsheets from managers which would be added to a master copy spreadsheet to keep track of all furloughed employees (**E13**). This spreadsheet contains various information such as their contracted hours to allow payroll to place staff on furlough or flexi furlough. Once employees were placed on furlough/flexi furlough or laid off they would be emailed a relevant letter to confirm this. An example of the full furlough letter is shown in **E14**.



Saturday 19 December 2020

Dear Bluestone Team,

This evening the Welsh Government have announced that Wales will enter a National Lockdown from midnight tonight, 19 December 2020. Sadly, Bluestone will have to close earlier than the planned closure of the 23rd as announced yesterday. For this reason, we will be requesting that our guests leave the resort by noon tomorrow.

The health, safety and wellbeing of our staff and guests remains our priority.

We will be in touch with further information in due course. In the meantime, thank you for your ongoing support during this difficult time and stay safe.

Best Wishes,

A handwritten signature in black ink, appearing to read "Stuart Jaynes".

Stuart Jaynes
Director of People Services

E12

From: Stuart Jaynes
Sent: 20 December 2020 09:03
To: HR Staff
Subject: Lockdown announcement

Good morning,

As most of you are aware, the recent announcement from MD regarding lockdown being brought forward means that we have a few things to do in the coming days to allow us to close. The updated communication went out last night to all employees and one will also be sent this morning for guests. |

Below are a list of priorities that I have assigned you however, I am happy for you to decide between you who does what.

Jess – Please continue to collate all spreadsheets regarding staff going on furlough/being laid off and send furlough/lay off letters to affected staff.

Carla – As recruitment will be placed on hold, please can you review the roles that may need to be paused for now and any that we need to continue with (such as Security Officers).

Mel – Please continue to respond to the queries coming in to the admin inbox. Please also support Jess where needed.

I will be having a Zoom meeting with HOD's & Directors today at 1pm to cover a few things for the closure. If you need me, feel free to call or email and I will get back to you as soon as I can.

Best Regards,

Stuart Jaynes
Director of People Services

E13

A	B	C	D	E	F	G	H	I	J
Emp No			Department		Salaried / Hourly	Furlough Start Date	Partial Furlough Y/N	Working Hours	Furlough Hours
5			Food and Beverage		Salaried	22/12/2020	N		
7			Security		Salaried				
29			L&D		Salaried	20/12/2020	N		
34			Commercial		Salaried	20/12/2020	N		
53			F&B FHG		Hourly	22/12/2020	N		
106			Housekeeping		Hourly	23/12/2020	N		
157			Housekeeping		Salary	23/12/2020	N		
174			Housekeeping		Salary	23/12/2020	N		
208			F&B TyCoffi		Salaried	20/12/2020	N		
218			F&B Serendome		Salaried	20/12/2020	N		
224			Food and Beverage		Salaried	23/12/2020	N		
271			Maintenance		Salaried	23/12/2020	Y	10	30
290			Housekeeping - Linen		Hourly	20/12/2020	N		
308			Housekeeping		Hourly	22/12/2020	N		
373			H&S		Salaried	23/12/2020	Y	15	22.5
483			Spa		Salaried	20/12/2020	N		
484			F&B FHG		Hourly	22/12/2020	N		
503			Housekeeping		Salary	20/12/2020	N		
525			F&B Serendome		Salaried	22/12/2020	N		
563			Housekeeping - Linen		Hourly	23/12/2020	N		
734			Activities		Salaried	27/12/2020	N		
743			Housekeeping - Linen		Hourly	23/12/2020	N		
758			Housekeeping		Salary	23/12/2020	N		
842			L&D		Salaried	20/12/2020	N		
940			Housekeeping - Linen		Hourly	23/12/2020	N		
1055			Arrivals		Salaried	23/12/2020	N		
1091			Housekeeping		Salary	23/12/2020	N		

17 December 2020

Private & Confidential

Dear colleague,

On Wednesday we communicated across the business and to our guests the incredibly difficult decision to close Bluestone National Park Resort during January in response to the ongoing coronavirus public health emergency. Since then, the Welsh Government has announced that in accordance with their ~~coronavirus~~ Control Plan, enforcing alert level 4. This means that all holiday accommodation will be required to close with effect from 28 December 2020. Therefore, we confirm that the Resort will be closed from 23 December 2020 and reopen on 1 February 2021, subject to Welsh Government updates.

For the next two breaks we will remain open for our guests, operating as always with the highest level of health and safety procedures in place. We will continue to strictly follow the latest Welsh Government guidance, which does mean that some of our Leisure Activities will need to cease and the Blue Lagoon, together with non essential retail units will close with effect from Christmas Eve. However, our restaurants will remain open for sit in dining for our residents and we will continue to provide take away options. Christmas breaks are often made quite far in advance and we are working hard to ensure that those who plan to stay with us over this festive period enjoy quality family time together safely. I know that you will all do your best to ensure they have an excellent Bluestone Christmasland experience.

Whilst the guidance issued by Welsh Government provides some certainty at this very uncertain time, we know that this remains a very concerning time for everyone. You can be assured that the three pillars that William set out in March remain our guiding principles. We will continue to do everything we can to protect the health and welfare of our staff and guests, preserve cash, and maintain jobs. These three pillars remain at the forefront of our minds.

Due to the closure of our business and our inability to provide you with any meaningful work we therefore have no option but to lay you off and offer you a period of furlough leave. You are now deemed a furloughed worker until 31 January 2021, which will thereby allow us to access the Government's Job Retention Scheme. The scheme will allow us to apply for up to 80% of your salary (subject to conditions and a monthly cap) so that your period without work is paid in line with this, as opposed to unpaid which would unfortunately be the case under the Lay Off clause in your contracts. This means that you remain employed under CJRS and can be kept on our payroll.

The above arrangements are being proposed as an alternative to having to make formal redundancies, but if any members of staff have any other suggestions or recommendations of ways that we can minimise the financial impact on the business as well as maintaining employee support and service, we would be very happy to hear from you. Once again, we please ask for your support during this time as we adopt a flexible and agile response to the uncertainties over the coming weeks. As an organisation we must remain fluid and therefore we may need you to resume working on reduced or contracted hours at short notice, in accordance with the needs of the business. Please be assured that we are working hard to provide a solid basis for our employees and the Company so that we can all move forward during these uncertain times, and resume to our usual operations as quickly and safely as possible.

We greatly appreciate that this may be a difficult time for some and we provide a free Employee Assistance Program (EAP) accessible to all employees. The service offers unlimited access to a free confidential telephone helpline and an online Health and Wellbeing Portal and mobile app. Health Assured offer arrange of support services from health & lifestyle, Legal information, work life and home life support. Employees can download and register the My Health Advantage app from Google Play or the App Store, once downloaded employees will need to enter the code: MHA001054. Alternatively, employees can call the free 24hr confidential helpline on 0800 0305182.

We know that it is likely to continue to be a challenging winter and our utmost priority remains the health and wellbeing of our staff and guests. Looking after our own wellbeing is especially important during this time, the People Services team are on hand to support, and sign post support available. For further information, do not hesitate to email HRAdmin@bluestonewales.com.

You know by now that we all have a vital role to play to protect ourselves, our guests and our loved ones from coronavirus. It remains essential, particularly going into the Christmas period, that we are all strictly following the Welsh Government guidance both inside and outside of work hours.

This comes with our utmost thanks for your understanding, and very best wishes for a Merry Christmas and a safe and happy New Year.

Best Wishes,



Stuart Jaynes
 Director of People Services

Personal Statement LO2

The planning has been carried out for the closure of Bluestone, departure of any remaining guests and furlough of employees. There has been ongoing communication between HR, Managers, Payroll and Directs who are predominantly involved with this process. The vision is for this change to run as smoothly as possible with minimal mistakes or obstacles. The benefit of having closed the entire resort once before is that now we know what to expect, hurdles that we overcame in the previous lockdown and anything that went well so we can do it again. Other than the closure in March, the resort had never once closed and so many guests and employees did not know what this process entailed.

When I spoke to my director about the change he explained the process and referred to Lewis change model in regards to unfreezing and re-freezing. I also thought about the Kubler-Ross change model and considered things I had witnessed with other employees I work with and how they reacted to the closure. It was clear that certain employees were going through the five stages of grief curve. Understanding employees' reactions helps me to respond to them as I recognize their reactions and behaviors. This enables managers & HR to deal with individuals more effectively and help them move through the stages (Models, 2020).

The closure of Bluestone for a national lockdown is enforced by law so this part of the change is something no one at Bluestone has control over. What we do have control over is how we respond and our actions in the meantime. It is equally as important to treat this change in the same way that we would treat a change that we had decided to instill trust and demonstrate competence to our stakeholders. We would not treat our stakeholders less favorably just because the change was not our choice. Any conflict will be dealt with reasonably and with empathy in order to find a solution. If our stakeholders have trust that we will act with integrity and competence this will make the process much easier for all (CIPD, 2020).

The closure's success will be monitored through surveys and general feedback through the HR admin email. This will take place between the resort closing and a period of time once the resort has re-opened and all staff has returned from furlough. Adoptions may be made as we go along depending on the response type and numbers.

2.1 Follow the agreed plan to implement change processes.

E15 below is an email screenshot of an update from me to my manager & Director regarding the tasks I was set as part of the closure plan. It is important to keep those who are in charge of the change up to date with any progress or concerns. Within this email I listed the tasks I had completed or nearly completed and asked if I could help with anything else. I prioritized the tasks that were given to me over other work I had as I knew the importance of this, despite the tasks given to me being relatively minor in comparison to tasks given to others. Everyone involved had an important role to play even though some tasks were more of a priority than others. **E16** is an email trail between me and an employee regarding furlough (this email has had the surname and email address of the employee redacted to comply with GDPR).

E15

From: Mel Goldsworthy
Sent: 22 December 2020 15:58
To: Jessica Krelle; Stuart Jaynes
Subject: Tasks

Hello,

I'm just emailing to give you an update regarding the tasks that were set for the closure.

- I have completed the audit into the previous furlough letters sent to staff. Anyone who has been emailed a letter previously now has it saved on their employee files.
- I have been keeping on top of the queries coming into the admin inbox and replying to them – Jess, I sent you one yesterday as I wasn't sure how to respond. Are you able to have a look and respond or let me know and I can respond please?
- I am half way through emailing all employees their furlough letters – the first lot have gone (anyone who is entitled to furlough). I just need to send the letters to the employees who aren't entitled to furlough which should be done by the end of today.

Please let me know if there is anything else I can help with.

Kind Regards,
Mel Goldsworthy
People Services Officer
Bluestone National Park Resort
Tel: 01834 869 900 ext 444

E16

From: Mel Goldsworthy On Behalf Of HR Admin
Sent: 22 December 2020 13:18
To: 'Ceri-anne [xxxxxxxxxxxxxxxxxxxxx]'
Subject: RE: Furlough

Hi Cerri-anne,

It just means that you are still employed with us but due to the date you started, you are not eligible for furlough pay. When we re-open you will resume your normal role and be paid accordingly.

Kind Regards,
Mel Goldsworthy
People Services Officer
Bluestone National Park Resort
Tel: 01834 869 900 ext 444

-----Original Message-----

From: cerri-anne [xxxxxxxxxxxxxxxxxxxxx]
Sent: 22 December 2020 12:58
To: HR Admin
Subject: Re: Furlough

Hi what does that mean then? Am I being laid off/ made redundant? Thanks

Sent from my iPhone

> On 22 Dec 2020, at 11:06, HR Admin <hradmin@bluestonewales.com> wrote:

2.2 Provide information and support to stakeholders in line with their identified requirements.

Different stakeholders will need different means of support. There are some examples below of the different types of support Bluestone has offered to various stakeholders due to the announcement of the third lockdown. As I wouldn't normally deal with traders or investors I cannot demonstrate the communication and support that they would have received specifically. I have included all types of support that I am aware of for guests and staff.

E17 shows an email that has been sent to an employee who is not entitled to furlough pay and my response to her regarding this. Within my response I include resources for her to look at due to her situation. **E14** also includes support for employees who are entitled to furlough. Both of these employee types may need to seek financial support, mental health support or general support regarding homeschooling for example.

E18 is a screen shot of the Bluestone website where guests can go to find out info on staying and updates from the Welsh government. Examples of advice on the link are shown in **E19** but also include:

- Future bookings
- The guest charter
- Getting in touch
- Welsh government guidelines

E20 is an email from the Director of People Services on the 8 January 2021 regarding the latest update from the government. This communication was circulated via Flow (our online training platform which notifies employee via email of an update). Within this communication it details support for employees and what communication they can expect from HR.

E17

From: Mel Goldsworthy On Behalf Of HR Admin
Sent: 22 December 2020 10:53
To: 'cerri-anne'[xxxxxxxxxxxxxxxxxxxxxxxx]
Subject: RE: Furlough

Good morning Ceri-anne,

Thank you for your email. I have checked if you are eligible for furlough and unfortunately you are not.

For financial advise you can call our employee assistance service on 0800 030 5182. We also have an app called 'Health-e-Hub' for employees where you can also find advise on wellbeing. If you download the app the username is: Bluestone and the password is: Resorts. There may be some helpful advice on these for you? Alternatively, if you require more assistance please email me back and I will look into this further for you.

Kind Regards,
Mel Goldsworthy
People Services Officer
Bluestone National Park Resort
Tel: 01834 869 900 ext 444

-----Original Message-----

From: cerri-anne [xxxxxxxxxxxxxxxx]
Sent: 21 December 2020 10:27
To: HR Admin
Subject: Furlough

Hi I'm not quite sure whether I qualify for furlough or not. I started on the 7th October and my employee number is 3992. If you could let me know that would be great.

Thanks cerri

It's our pleasure to welcome you to our beautiful corner of West Wales, in the heart of Pembrokeshire. At Bluestone, it's all about reconnecting with the world, and most importantly the people, whether they're big or small, who make that world special.

A Break with peace of mind



When you book with us, you know you'll be taken care of. On resort, we've introduced enhanced health and safety measures, and our Coronavirus Booking Guarantee lets you cancel, move, or amend your break.

[Find out more about what we're doing for our guests.](#)

Resort Closure: Sadly Bluestone Resort will be closed until February 2021. For more [details click here](#).

Latest Resort news

For the latest resort news regarding National measures and regulations, please visit our Coronavirus update page where we hope to answer all of your questions.

The health, safety, and wellbeing of our guests and staff is our utmost priority. It is our guests' responsibility to comply with all relevant government regulations, both in Wales and in your home area if this is different.

[Coronavirus Updates](#)





Friday 08 January 2021

Dear Bluestone Team,

I hope that this finds you and your families safe and well.

In light of the Welsh Government's latest update at lunchtime today, we have made the difficult decision to extend the temporary closure of the resort until Friday, 12 February.

This date remains under review, subject to further Government updates and our ability to practically and safely reopen the resort. As you know, the health, safety and wellbeing of our staff, guests and stakeholders remains paramount.

We are notifying guests affected by the extended closure today and we will continue to keep everyone updated as much as possible.

The following will continue to be a guide for the time that the business is closed:

- For the period of closure eligible employees will be offered a period of furlough leave under the Government's Coronavirus support scheme. Employees will receive a letter from the HR Team to their personal email account which will outline furlough or flexible furlough arrangements. Equally employees will be contacted by their Line Manager or a Member of the Leadership team to invite them back into the workplace. Any furlough related queries should be directed to HAdmin@bluestonewales.com
- There are a minority of employees that unfortunately do not qualify for furlough under the current Government support scheme, the HR team will write to affected employees and sign post alternative support that is available.

We greatly appreciate that this may be a difficult time for some and we provide a free Employee Assistance Program (EAP) accessible to all employees. The service offers unlimited access to a free confidential telephone helpline and an online Health and Wellbeing Portal and mobile app. Health Assured offer arrange of support services from health & lifestyle, Legal information, work life and home life support. Employees can download and register the My Health Advantage app from Google Play or the App Store, once downloaded employees will need to enter the code: MHA001054. Alternatively, employees can call the free 24hr confidential helpline on 0800 0305182.

Looking after your own wellbeing continues to be especially important during this time and the People Services team are on hand to support, and signpost support available. For further information, do not hesitate to email HAdmin@bluestonewales.com

Thank you so much for all have done and continue to do for the business. Please don't hesitate to get in touch if you have any queries HAdmin@bluestonewales.com

This comes with our utmost thanks and very best wishes,

Stuart

A handwritten signature in black ink, appearing to read "Stuart", written over a light blue circular stamp.

Director of People Services

2.3 Apply techniques for maintaining positive working relationships throughout the change processes.

Trust and confidence in the competence of the employer from employees is vital in order to maintain a positive working relationship. Techniques that can be used to maintain a positive relationship between employer and employees includes:

- good communication – shown in **E2, E3, E6, E7, E11, E14 & E20** – communication is clear and easy to understand
- employee voice – shown in **E17 & E16** – employee is confident & comfortable to ask questions
- transparency – shown in **E1, E2, E6 & E20** – these communications are clear and not vague about what we know and need to do
- competence – shown in **E1, E2, E3, E7, E11, E14 & E20** – it is clear that we know what to do and how to do it
- HR & L&D systems that are well designed – shown in **E4, E5, E7 & E13** – HR have a good system to gather and distribute data including using L&D system such as 'Flow'.
- Empathy – shown in **E2, E3, E6, E11, E14 & E20** – from each communication to staff and guest is a clear understanding of how the situation affects the individuals and support in place.

As HR are a service that the employees and managers depend on it is important to show that we and the wider business care, especially in these circumstances (Ulrich, 2015).

Another way to maintain relationships during change is to use the four building blocks of change by McKinsey. These are:

- Fostering understanding and conviction
- Reinforcing with formal mechanisms
- Develop talent and skills
- Role modelling

It is important that stakeholders understand the 'why' in a change process and the reason is must take place. To communicate the change using a storyline or narrative allows stakeholders to understand why the change must happen, where the company is going and how the change affects them. Often money can be used as a method of reinforcement, such as a pay-rise. However, in this situation it is unlikely that Bluestone can offer employees a pay-rise in relation to covid-19 but what Bluestone can try to offer is job security through reserving cash where possible (furloughing employees for example). The pandemic has also given opportunities to employees to step up and do something they wouldn't normally do which allows them to develop their skills. Some employees have been assisting in different departments or taking on different roles recently. Role modeling is also important to maintain good relationships as this helps to align the thinking pattern and behaviors with others to learn and determine what is right (Winning hearts and minds in the 21s century, 2016).

2.4 Monitor the effectiveness of the implementation, agreeing and making justified adaptations where required.

E21 is an example of the survey system we have been using to track how employees have been feeling about the resort reopening (after the previous closure), their general wellbeing and how safe they feel at work. There has currently not been a survey created to measure how employees are feeling about the most recent closure but I have screen shot the most recent results of how employees were feeling at work before the resort closed. You can see that most employees are satisfied about their safety at work however; there are some who are not.

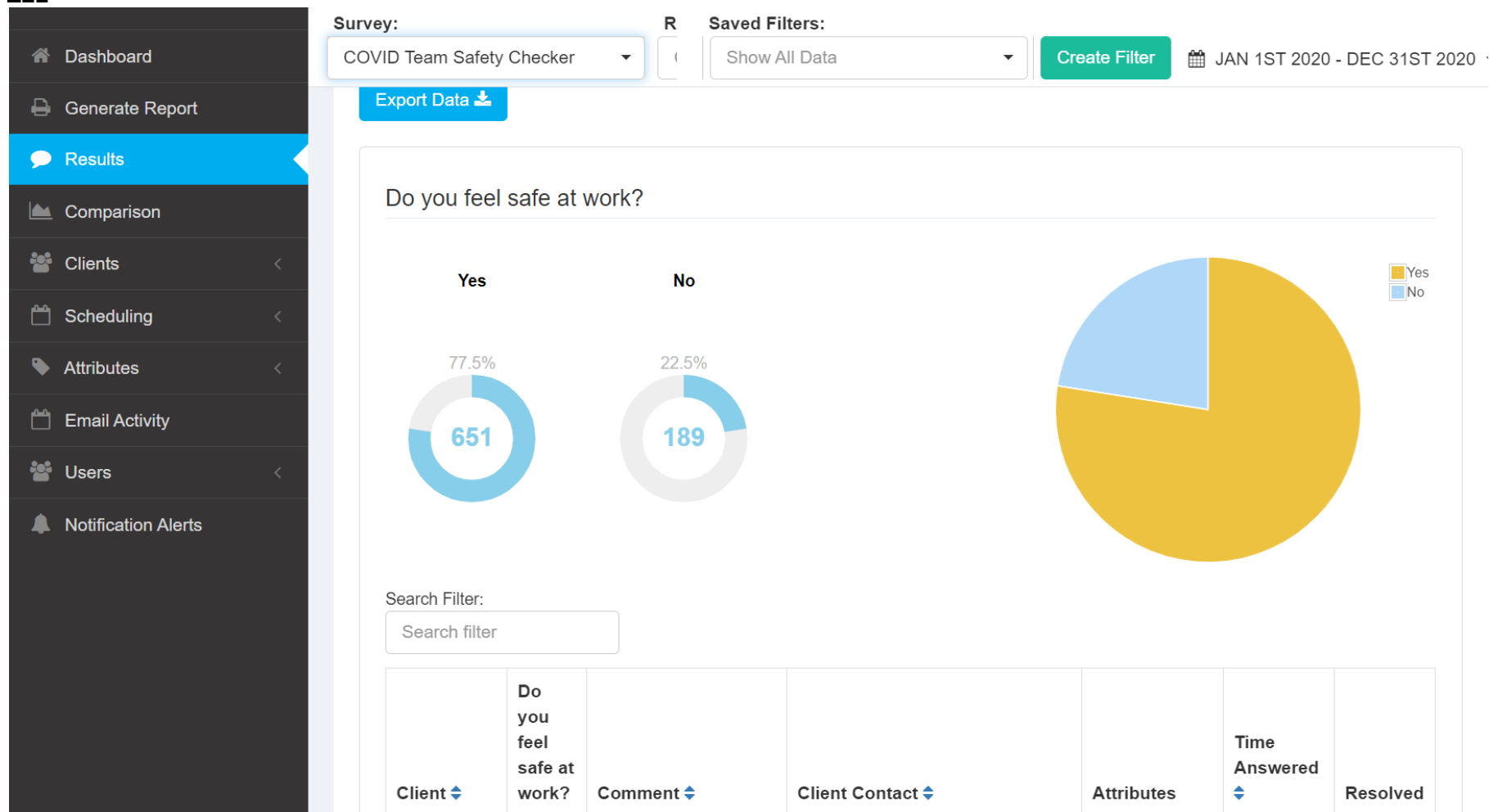
Currently the effectiveness of the implementation of the closure of resort is unknown as there is no active survey. Ideally what we would have done to ensure we can effectively measure the change would be to create a new survey. This would be based on the previous survey but with added questions such as 'How do you feel the closure of resort has been managed in comparison to the closure in March 2020?' This would allow us to measure if we are improving each time a lockdown is announced or not. It also allows employees to provide feedback and suggest measures that may have not yet been considered. Adapting the survey would be important as the circumstances are slightly different from the previous lockdown.

The importance of collecting and measuring data is to:

- improve on our current processes
- make informed decisions which enable us to be proactive rather than reactive
- get the results we want and find solutions
- back up arguments through trends and patterns
- keep us informed
- have strategic approaches
- know what we are doing well
- keep track
- access the resources around us

Without data we resort to guessing and assuming which is neither helpful nor accurate. Data keeps us informed allows us to make decision based on what we know that we otherwise would not be able to make (12 Reasons Why Data Is Important - The Council on Quality and Leadership, n.d.).

E21



2.5 Maintain records of the change process in line with organisational requirements.

It is essential to maintain records and to keep them in the same place. Bluestone uses an xdrive where we can store various documents that others can access. Some files are locked so that only HR can access that information so this makes a good place to store sensitive data in line with GDPR as it often contains information on employees.

E22 is a screen shot of this locked file on the Bluestone xdrive. This file and its contents are only accessible by HR & Payroll as it contains information such as furlough arrangements, vulnerable employees, letter templates, communications and returning to work information. This file contains all information since the first lockdown at the start of the pandemic in March.

E23 is an example of the most recently updated furlough spreadsheet for January 2021. This has been edited to redact the names of employees in line with GDPR. It details, their name, department, pay type, furlough length and employee number. There are also tabs on this spreadsheet to include employees who are not eligible for furlough, leavers and those on statutory pay.

E24 is a screen shot of the first pages of Bluestone data protection and GDPR policy which details what we will and will not do in order to comply with the law and how we store this type of data.

E22

COVID-19

File Home Share View

← → ↕ ↑ This PC > main (\\fs1) (X:) > HR > COVID-19

Search COVID-19

	Name	Date modified
Company Training		
Construction		
Covid - Documents		
Covid - RTW Sign Off S		
Directors Confidential		
Duty Management		
Environment		
Finance		
Finance Projects		
Guest Experience Myste		
Guest Services		
Health and Safety		
Health and Safety CCTV		
HMRC Refunds		
HODs		
HouseKeeping		
HR		
100		
	December 2020	17/12/2020
	Emails - Furlough	10/07/2020
	Employee Log	16/12/2020
	Furlough spreadsheets	04/01/2021
	Homeworking	16/09/2020
	Induction Material	08/09/2020
	November 2020	27/11/2020
	October 2020	03/12/2020
	060720 Annual Leave during Furlough June.docx	07/07/2020
	190820 Furlough Update.docx	19/08/2020
	200415 Furlough Letter Update.docx	16/04/2020
	200417 Bluestone Employee Comms.pdf	17/04/2020
	200421 Social Media Policy Reminder.pdf	21/04/2020
	200902 Spa Communication.docx	02/09/2020
	200902 Spa Communication.pdf	02/09/2020
	290720 Furlough Update.docx	29/07/2020
	30122020 Sheilding Tracker.xlsx	30/12/2020

81 items

Select a file to preview.

Security Warning Automatic update of links has been disabled Options...													
D62 Finance IT & HR													
1	Summary of period:		Wales went into full lockdown on 20th December so most employees started on full furlough								Cut off start date		01
2											Cut off end date + 1 day		01
3							For Finance Use						
4							Xmas Lockdown Status				Flexible Furlough		
5	Employee Number	Firstnames	Surname	Location	Division	PayType	New Status	From	To	Group	From	To	Days
6	128			Maintenance & Enviror	Environmental	Salary	Flexible	25/12/2020		2. Furlough	01/01/2021	01/02/2021	31
7	34			Grange	Commercial	Salary	Flexi	18/12/2020	31/12/2020	1. Flexible	01/01/2021	01/02/2021	31
8	39			Finance IT & HR	IT	Salary	Flexi	21/12/2020		1. Flexible	01/01/2021	01/02/2021	31
9	195			Finance IT & HR	Finance	Salary	Flexi	21/12/2020		1. Flexible	01/01/2021	01/02/2021	31
10	271			Maintenance & Enviror	Maintenance	Salary	Flexi	28/12/2020		1. Flexible	01/01/2021	01/02/2021	31
11	429			Grange	Marketing	Salary	Flexi	18/12/2020		1. Flexible	01/01/2021	01/02/2021	31
12	1186			Maintenance & Enviror	Maintenance	Salary	Flexi	26/12/2020		1. Flexible	01/01/2021	01/02/2021	31
13	1205			Finance IT & HR	IT	Salary	Flexi	21/12/2020		1. Flexible	01/01/2021	01/02/2021	31
14	1404			Grange	Marketing	Salary	Flexi	18/12/2020		1. Flexible	01/01/2021	01/02/2021	31
15	1991			Grange	Directors	Salary	Flexi	17/12/2020		1. Flexible	01/01/2021	01/02/2021	31
16	2091			Grange	Directors	Salary	Flexi	17/12/2020		1. Flexible	01/01/2021	01/02/2021	31
17	2198			Grange	Marketing	Salary	Flexi	18/12/2020		1. Flexible	01/01/2021	01/02/2021	31
18	2227			Operations FOH & Sect	FOH	Salary	Furlough	21/12/2020		1. Flexible	01/01/2021	01/02/2021	31
19	2273			Grange	Marketing	Salary	Flexi	18/12/2020		1. Flexible	01/01/2021	01/02/2021	31
20	2301			Finance IT & HR	Finance	Salary	Flexi	17/12/2020		1. Flexible	01/01/2021	01/02/2021	31
21	2452			Finance IT & HR	Finance	Salary	Flexi	17/12/2020		1. Flexible	01/01/2021	01/02/2021	31
22	2604			Grange	Marketing	Salary	Flexi	18/12/2020		1. Flexible	01/01/2021	01/02/2021	31
23	2899			Grange	Marketing	Salary	Flexi	18/12/2020		1. Flexible	01/01/2021	01/02/2021	31
24	2907			Finance IT & HR	Finance	Salary	Flexi	17/12/2020		1. Flexible	01/01/2021	01/02/2021	31
25	3031			Grange	Marketing	Salary	Flexi	18/12/2020		1. Flexible	01/01/2021	01/02/2021	31
26	3271			Grange	Commercial	Salary	Flexi	18/12/2020		1. Flexible	01/01/2021	01/02/2021	31
27	3290			Grange	Marketing	Salary	Flexi	18/12/2020		1. Flexible	01/01/2021	01/02/2021	31
28	3583			Grange	Marketing	Salary	Flexi	18/12/2020		1. Flexible	01/01/2021	01/02/2021	31
29	3670			Finance IT & HR	IT	Salary	Flexi	21/12/2020		1. Flexible	01/01/2021	01/02/2021	31
30	3684			Grange	Marketing	Salary	Flexi	18/12/2020		1. Flexible	01/01/2021	01/02/2021	31

Data Protection and GDPR Policy



D.Rainbow
Bluestone Resorts Ltd
15/05/2018

Doc No:	PS-P-075	Data Protection and GDPR Policy	
Rev No:	001		
Created:	15/05/2018		
Last Review:	15/05/2018		

About this Policy

1. Bluestone Resorts Limited (The Company) takes the security and privacy of your data seriously. We need to gather and use information or 'data' about you as part of our business and to manage our relationship with you. We intend to comply with our legal obligations under the **Data Protection Act 2018** (the '2018 Act') and the **EU General Data Protection Regulation** ('GDPR') in respect of data privacy and security. We have a duty to notify you of the information contained in this policy.
2. This policy applies to current and former employees, workers, volunteers, apprentices and consultants. If you fall into one of these categories then you are a 'data subject' for the purposes of this policy. You should read this policy alongside your contract of employment (or contract for services) and any other notice we issue to you from time to time in relation to your data.
3. The Company has separate policies and privacy notices in place in respect of job applicants, customers, suppliers and other categories of data subject. A copy of these can be obtained from The Data Protection Officer.
4. The Company has measures in place to protect the security of your data in accordance with our Data Security Policy. A copy of this can be obtained from The Data Protection Officer.
5. The company will hold data in accordance with our Data Retention Policy. A copy of this can be obtained from The Data Protection Officer. We will only hold data for as long as necessary for the purposes for which we collected it.
6. The Company is a 'data controller' for the purposes of your personal data. This means that we determine the purpose and means of the processing of your personal data.
7. This policy explains how the Company will hold and process your information. It explains your rights as a data subject. It also explains your obligations when obtaining, handling, processing or storing personal data in the course of working for, or on behalf of, the Company.
8. This policy does not form part of your contract of employment (or contract for services if relevant) and can be amended by the Company at any time. It is intended that this policy is fully compliant with the 2018 Act and the GDPR. If any conflict arises between those laws and this policy, the Company intends to comply with the 2018 Act and the GDPR.

GDPR - Principles

9. Personal data must be processed in accordance with six 'Data Protection Principles.' It must:
 - be processed fairly, lawfully and transparently;
 - be collected and processed only for specified, explicit and legitimate purposes;
 - be adequate, relevant and limited to what is necessary for the purposes for which it is processed;
 - be accurate and kept up to date. Any inaccurate data must be deleted or rectified without delay;
 - not be kept for longer than is necessary for the purposes for which it is processed; and
 - be processed securely.
10. We are accountable for these principles and must be able to show that we are compliant.

(PS-P-075) Created: 15/05/2018 Last review: 15/05/2018 Next Review: 15/05/2019 Owner: D.Rainbow 2

Personal Statement LO3

The success of a change can be measured in different ways. One way to measure it is to look at the organisational performance, individual performance and change management performance. This will allow us to assess the change management activities we were tasked with completing and the outcomes of those activities at both individual and organisational levels (Metrics for Measuring Change Management, n.d.).

What we want to find out is if the closure of the resort had the desired outcome at organisational level, for example, if the process allowed us to fully close down each outlet and evict all remaining guests by the time specified in order to comply with the law. At individual level we want to assess whether the change had the desired effect or outcome for compliance and adherence, for example. We also need to assess the change management performance and the actual activities carried out to make the change happen by tracking whether the closure activities went to plan.

Usually we could measure change by holding employee consultative meetings or receiving customer reviews to gather qualitative feedback; hold reviews of the change process; and analyse data from employee surveys for quantitative feedback. However, at this time due to the circumstances that covid-19 has created, some of these methods may be difficult as staff are furloughed and some methods have not yet been implemented (employee survey).

I will be looking at what factors contributed to the success of the closure, if there were any pitfalls and analyse our methods to determine if there was anything we could have improved on or done differently. This can normally be done through consultation, analysis and assessments.

3.1 Measure the effectiveness of the change process in meeting the required objectives.

E8 & E10 shows the tasks that needed to be carried out in order to successfully close the resort. An updated version of the GANTT chart used (**E24**) that was circulated after the resort closed shows what was completed by the time specified or not. Some tasks are marked at 100% as they were fully completed but some are not at 100% either because the task is ongoing or because there was an issue with completing the task. As I was placed on furlough from the 23 December 2020, I am unaware why some tasks were not fully completed.

Things that contributed to the success of the closure were that it had been done before so most staff knew what to expect or what they needed to do. Another factor that contributed to the success is that we acted as soon as we had heard of a potential lockdown (as shown in **E1**). This gave us advantage by allowing us to plan a closure without having to take action immediately. Clear instructions were given to those who were involved and tasks were distributed between those involved (**E1, E4, E10 & E12**).

The pitfalls were that from the 23 December until early January there was no HR staff working (apart from the Director) due to annual leave or furlough. This meant that some employees who had emailed the HR admin inbox had no response for some time and caused them to become frustrated. One employee wrote a frustrated comment about their wages on the Bluestone Housekeeping Facebook page as shown in **E26** below. Whilst pay issues are usually dealt with by the Payroll department, they often get emailed to HR admin and someone will forward any pay related emails onto the right person. Issues like this result in employees losing trust if that happen frequently and so are best to be resolved quickly.

Bluestone Closure 19/12/2020

Project Start Date: 19/12/2020

Milestone Description	Assigned To	Progress	Start	No. Days
List staff going on furlough/being laid off	Jessica Krelle	100%	Dec-19	3
Comms to be circulated to employees	Stuart Jaynes	100%	12/19/2020	1
Comms to be circulated to guests	Yvonne Buckingham	100%	12/19/2020	1
Comms to other stakeholders & Press	Abi Wye	100%	12/19/2020	1
Respond to HR Admin queries	Mel Goldsworthy	75%	21/12/2020	3
Email furlough letters to employees	MG & JK	90%	21/12/2020	3
Finalise refund/re-booking for guests	Yvonne Buckingham	100%	21/12/2020	2
Furlough remainder of employees (HR, Finance	Stuart Jaynes	100%	23/12/2020	1
Close down of each department	HOD's	100%	19/12/2020	5
Admin complete for previous furlough letters	Mel Goldsworthy	100%	19/12/2020	3

E26

📶 Vodafone UK 14:06 90% 🔋

< Stacey's post ...



Stacey [redacted] ▶ Bluestone Housekeeping

4 Jan · 🌐

Who do i email about wrong wages
Last time i emailed i never heard anything back and
was told later to email house keeping team.
Am i right in thinking they are on furlough?

👍 Like

💬 Comment



Kandice [redacted]
I would email HR as housekeeping will
most likely refer you back to them. X

1 w Like Reply



Stacey [redacted] Author
Kandice [redacted] yes thats who i
emailed last time and i never even
got a reply. So then i went to back
of house weeks later and sorted it
and told me in future to email
house keeping team 🙌

1 w Like Reply



Write a comment...



3.2 Identify further work required to embed changes and/or further developments required.

As this type of change isn't one that benefits the business financially it is not something we want to sustain as the resort being closed isn't doing us any good. However, to embed being change ready into the culture of the organisation is what we should continue to develop. Bluestone's employees have demonstrated resilience and perseverance in dealing with closing and reopening the resort for the third time; something that initially seemed daunting and difficult almost seems like the norm now.

In order to maintain a change ready culture within Bluestone we must see the benefits and celebrate the success of being resilient, flexible and able to take on new knowledge and roles to make the change happen.

The journey may have been rocky. Certainly, it will have been at least a little uncomfortable for some of the people involved. But everyone deserves to share the success. What's more, by celebrating the achievement, you establish a track record of success, and that will make things easier the next time change is needed (The Change Curve: Accelerating Change, and Improving Its Likelihood of Success, n.d.).

The next challenge of this change hasn't happened yet as the resort remains closed. Whilst the closure seemed generally to be a success, there will come a time soon where we will need to reverse the process in order to get everything operational again and bring all furloughed employees back.

3.3 Communicate the key outcomes and the impact of change to stakeholders.

As the change has not been fully completed I can only comment on what should happen.

Once the resort has re-opened and we have been able to gather data to determine how successful the change was, we can communicate this to stakeholders. The communications may vary depending on the type of stakeholder so if we consider what communication may go to employees it will include:

- A reminder of why we closed the resort and a thank you to those who were involved and the understanding of other affected
- What happened and how. How successful this was and what data we have analysed to determine this (employee survey for example)
- Support that was used for the business, employees and stakeholders and any that continues to be in place (such as the Health Assured App)
- A thank you again for all the hard work and to look towards a brighter future

Other communications will be similar but catered to the right people (guests, investors, traders, etc...) and will be communicated via social media pages, emails, and letters.

3.4 Evaluate the effectiveness of own performance in contributing to the management of change.

During this process and with the tasks I was given I feel that I have generally done well. The tasks I was given as part of the team of people who were assisting with the resort closure were reasonable. Whilst responding to employee queries and assisting with emailing furlough letters was a reasonable request from my Director/manager, I was very busy doing it and it took up all of my time before I was placed on furlough.

I have compared my performance in this situation to an associate level on the CIPD's 2018 profession map (**E27**).

In regards to completing a SWOT/PESTLE analysis, I did not complete one for this task however I have used both in previous situations. If I had completed a SWOT for this change it may have given me a better understanding of where my skills could have been utilized more or obstacles to consider. I understand different change management methods and their advantages/disadvantages by going through this process and comparing it to the previous lockdowns. I have a good understanding of people experience change (from when I reviewed Kubler-Ross 5 stages of grief model). I feel that I don't fully know how to complete a skills or capability audit as this is not something I have done during this process. It is something that may happen once the resort is back open where I can request to have involvement to gain experience. I also lack experience in using levers to enable change. This is something I could discuss with my manager and gain experience in the future. I feel that I do have a basic understanding on how to deliver a project; this could be strengthened by having feedback and gaining more experience.

In future I plan on gaining more experience and becoming more involved with change initiatives. This will help me fully understand the process and be more prepared for unexpected change. I will specifically look into the parts I was not involved in during this change to get a better understanding of the full process.

E27

Associate level

At this level you'll understand:

How to do a SWOT and PESTLE analysis, and use data to create a case for change

Different change management approaches and their advantages and disadvantages

How to explain why change is happening, and basic models for how people experience change

How to conduct skills or capability audits and gap analyses in your area of work

The different levers you can use to enable change in your current work

How to plan and deliver a project, including goals, milestones, resources, risks, costs and interdependencies



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