

CIPD Candidate evidence matrix

(CEM1)

Candidate name: Carla Roberts				CIPD Membership/registration No.: 53274210		
Qualification title: Level 5 Applied Human Resources				Unique Learner No. (ULN): 1810259		
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	Housekeeping Change Proposal Figures	EV01		
5AMOC	Contributing to the Management of Change	1.1, 1.2	Housekeeping Full Proposal	EV02		
5AMOC	Contributing to the Management of Change	1.2	Consultation Spreadsheet – Who Is Affected	EV03		
5AMOC	Contributing to the Management of Change	2.1, 2.3	Housekeeping Change Staff Briefing	EV04		
5AMOC	Contributing to the Management of Change	1.3	Email from Head of HSK (Job Descriptions)	EV05		
5AMOC	Contributing to the Management of Change	1.3	Current Vacancies Poster (for redeployment option)	EV06		
5AMOC	Contributing to the Management of Change	1.3, 2.2	Individual Consultation Form	EV07		
5AMOC	Contributing to the Management of Change	2.2	Toolbox Talk on new process	EV08		
5AMOC	Contributing to the Management of Change	1.4, 1.5	Change Plan	EV09		
5AMOC	Contributing to the Management of Change	1.5	Email sending Change Plan	EV10		
5AMOC	Contributing to the Management of Change	1.5	Email from HR Director re. Change Plan	EV11		
5AMOC	Contributing to the Management of Change	1.2	Stakeholder Map	EV12		
5AMOC	Contributing to the Management of Change	2.3	Email re. employee issue	EV13		
5AMOC	Contributing to the Management of Change	2.1	Feedback from manager	EV14		
5AMOC	Contributing to the Management of Change	2.4	Email re. linen issue	EV15		

5AMOC	Contributing to the Management of Change	2.4, 3.1	Engagement results prior to change	EV16	
5AMOC	Contributing to the Management of Change	2.4, 2.5, 3.1	Engagement results immediately after change	EV17	
5AMOC	Contributing to the Management of Change	2.4, 2.5, 3.1	Engagement results several months after change	EV18	
5AMOC	Contributing to the Management of Change	2.2	Redeployment Review invite	EV19	
5AMOC	Contributing to the Management of Change	2.2	Redeployment Review outcome letter	EV20	
5AMOC	Contributing to the Management of Change	2.1	Action Plan RAG status	EV21	
5AMOC	Contributing to the Management of Change	2.5	Final consultation results	EV22	
5AMOC	Contributing to the Management of Change	3.2	Email re. assessment day change	EV23	
5AMOC	Contributing to the Management of Change	3.2	Minutes of Housekeeping Appreciation Week meeting	EV24	
5AMOC	Contributing to the Management of Change	3.3	Email re. feedback of change process	EV25	
5AMOC	Contributing to the Management of Change	1.3	Consultation Timings	EV26	
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: 				Date:	29/11/19

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5AMOC: Contributing to the Management of Change

Assessment: Portfolio of Evidence

Word Count: 3276

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Student Number: 1810259

CIPD Membership Number: 53274210

LO1: Be able to plan for the implementation of change processes within an organisation

Personal Statement

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

Change is a constant in the majority of organisations (CIPD, 2018) and that is the case with Bluestone. Over the years, there have been a number of changes as the business has grown and developed. It is therefore important for HR to ensure that the process is managed fairly and effectively, from the initial planning stage through to the implementation and evaluation stages. Mindtools (2019a) define change management as 'a structured approach for ensuring that changes are thoroughly and smoothly implemented, and the lasting benefits of change are achieved.'

As Bluestone aims to be more profitable so that it can expand, each department is tasked with identifying ways to save costs. At the end of 2018 the Head of Housekeeping identified that changes could be made to the structure of the team to save payroll costs. Therefore, it was an internal driver that created the need for change. EV01 is a breakdown of the cost saving by comparing the current process to the new process. The new process involves using linen boxes outside the lodge to keep the clean linen in, which would result in less linen staff being needed to deliver linen on changeover days. It also involves decreasing the amount of inventory checkers, as the inventory can be checked by the housekeepers and supervisors whilst they are cleaning or checking lodges. The third part of the proposal is to have 'laundry bags' so all dirty cloths will be put into a bag, then washed within this bag so everything is kept together ready for the following changeover. In addition to this, the proposal was to use kitchen caddies in lodges rather than making up 'lodge packs'. EV02 shows the full proposal which explains the current process and the proposed process; this is primarily a cost saving but will also make the department run more efficiently.

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

With any major change there will always be people that are affected; some might be affected to a great extent, whereas others may only be slightly affected. EV02 shows the amount of people affected in each area, and also identifies the impact on the other roles which weren't to be made redundant. For example, housekeeping self checkers and supervisors would need to check the inventory going forward as part of their role, housekeepers would also need to use the new laundry bags and kitchen caddies, and get their clean linen from the linen boxes. Therefore it was identified that training would need to be given.

The individuals that are affected in terms of being under threat of redundancy can be identified in EV03. It was identified that they would need to be given certain information in order to understand the reasons for the change and how exactly they will be affected. This would include having training in the new process and being supported throughout the change.

As this proposal began several months prior to the implementation, it enabled us to reduce the amount of compulsory redundancies; this was through refraining from recruiting for certain positions when we had leavers. I therefore made sure that some roles did not get advertised even when managers requested an authority to recruit; this enabled us to offer alternative roles for those who would face redundancy. Therefore, only 4 people ended up being made redundant instead of 36 which is the amount of roles the department was reduced by. However, it was identified that

these people would need support so we offered our telephone counselling service to them, as well as providing support from managers and HR. I therefore met with affected employees on a one-to-one basis to put them at ease and explain the reasoning and impact, or to go through the alternative roles available.

I also created a stakeholder map to clearly set out who was affected and how what their level of interest and influence was. This is based on the SHRM (2019) example. The matrix divides groups of people into categories, based upon their influence and level of interest. This results in them being grouped into 'keep satisfied', 'minimal effort', 'key players' and 'keep informed'. A communication plan can then be devised based on who needs to be informed. EV12 shows the stakeholder map I created in this instance and their communication needs.

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

During the change process there are several resources needed, including money, time, people, equipment, materials and guidance. A lot of time was spent in planning for this change, as a proposal had to be put together based on research and costs. Senior managers also had to give up their time to help with the consultation process. EV26 shows the names of the employees having the individual consultations, as well as the manager who would be conducting each one. Therefore there was input from HR, Housekeeping managers and also a couple of senior managers from other departments. These people had to be briefed on what was happening which took time.

As the Recruitment Officer, I also needed to compile the job descriptions for the roles they would be applying for; these were then communicated out as per the email evidenced in EV05. I also created a poster with the other available roles throughout the business (EV06), in case employees were interested in moving departments rather than applying for the other roles within Housekeeping.

We also offered support through our employee assistance programme. As ACAS (2014) advises, change can lead to anxiety and fear so it is important to offer advice and counselling. This was offered during the group briefing as well as during the individual consultations (EV07).

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

It is best practice to formulate a plan to deal with change; this should include the planning, implementation and monitoring of the process. EV09 is an action change plan that was created by myself, with help from and other members of the HR team, as well as the Head of Housekeeping. Although this was an effective plan in terms of actions, it could have been more extensive and gone through Kotter's 8 stages (Mindtools, 2019b). This would involve sparking motivation, creating a group of change champions and empowering employees to act. I also believe it would be good to have a separate communications plan, rather than amalgamating it with the change plan.

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

The change plan (EV09) was sent by myself to the people who would be involved in managing the change; this included the HR team and the Housekeeping managers. This explained the process so that everyone was aware of their actions and the timescale this was required by. The email can be shown in EV10. EV11 then shows the agreement from the HR Director that the action plan was

sufficient and thanked me for my input. For future use I would amend this so it was in the form of a Gantt chart and could be updated accordingly once actions were completed.

Reference List for LO1:

ACAS. (2014). *How to manage change*. [online]. Available at: <https://www.acas.org.uk/media/2673/Advisory-booklet---How-to-manage-change/pdf/Acas-How-to-manage-change-advisory-booklet.pdf>. [Accessed 13 November 2019].

CIPD. (2018). *Change management*. [online] Available at: <https://www.cipd.co.uk/knowledge/strategy/change/management-factsheet>. [Accessed 13 November 2019].

MINDTOOLS. (2019a). *Change management*. [online] Available at: https://www.mindtools.com/pages/article/newPPM_87.htm. [Accessed 13 November 2019].

MINDTOOLS. (2019b). *Kotter's 8-step change model*. [online]. Available at: https://www.mindtools.com/pages/article/newPPM_82.htm. [Accessed 13 November 2019].

SHRM. (2019). *Change management: leading successful transformation*. [online] Available at: <https://www.shrm.org/learningandcareer/learning/pages/cm-lrt.aspx>. [Accessed 13 November 2019].

LO2: Be able to implement a change plan

2.1 Follow the agreed plan to implement change processes

As identified, the team would need a briefing to understand the new process. EV04 is the briefing read out to the team during the team briefing. This explained the situation and included the different options, in the form of applying for other suitable roles and voluntary redundancy options. It also makes them aware of the next steps and asks if they have any questions. This briefing was created with the Head of Housekeeping and myself, as well as the HR Manager; we worked together to make sure the briefing was clear, consistent and would make employees feel secure. This briefing resulted in questions from employees, with some expressing their concerns regarding the potential job losses.

EV14 shows feedback from my line manager, thanking me for the effective planning and implementation of the change. This was due to being actively involved in the change process and also for reducing the amount of redundancies by not filling other vacancies a few months prior to the implementation.

The change plan was in the form of an action plan that I created with the help of the rest of the HR team and the Housekeeping managers. This was then kept updated by using the RAG system; EV21 shows the updated version with everything marked as completed. Almost everything was completed on time, if not before. However, there were a couple of areas which were a bit later than planned. This was due to general time constraints of everyone, and did not affect the date the team were

briefed. There were, however, a couple of employees on holiday on the day the briefing went out, so they had to have their consultations a few days later which slightly delayed the process.

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

APM (2017) identifies the need for training and supporting key stakeholders during the change process. Due to the change in operation with the housekeeping and linen teams, the employees needed to be trained in the new process. EV08 shows the Toolbox Talk that was created for this purpose.

EV07 shows the support offered within the individual consultations. Within these meetings the employees seemed grateful for this support and the offer of our counselling service.

There were approximately 32 people who were redeployed into different roles as part of the change. Most of these were successful, but there was one individual that was not performing to the standards in the new role. Therefore, this was discussed with HR and I supported this by inviting him to a redeployment review meeting (EV19). This set out our expectations and reiterated that redeployment had a trial period and therefore redundancy could still be a possibility. It was decided in the meeting (EV20) that the trial period would be extended by 4 weeks to give him the opportunity to improve. These improvements were made and therefore the individual was kept in the role.

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

As with any change, there can be issues with acceptance of the change. One employee wrote on their social media 'anyone know of any jobs going?', even though he wasn't one of the people affected by the redundancy. Therefore, we met with this person to explain his job was safe and again state the reasons for the change, as it was obvious that it had caused overall negativity within the team (EV13).

The team briefing (EV04) clearly explained the rationale for the change so this had a positive effect on the relationships with the team. Although there was slight resistance they could see that we had limited the amount of job losses and were making the changes for the right reasons. During the briefing we offered support and 1:1s if people wanted to discuss their concerns with us further.

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

The change process ran smoothly and there were not many adaptations required. However, EV15 shows that the changes had led to a strain on the team and therefore they wanted to recruit one more person. I therefore offered support to the manager by advising her on what to do.

I also analysed the staff survey results to show the difference in engagement levels. EV16 shows the results of the survey done before the changes were implemented; this was then compared to the results of the survey completed just after the change (EV17), and then compared again a few months after the change (EV18). I based the comparison on the Housekeeping NPS score, which is from the question 'I would recommend Bluestone as a place to work'. The results show that the NPS decreased from 25.4% before the change to 24.6% just after the change. Although this is a decrease,

this was to be expected and it was only a decrease by 0.8%. This led me to believe the change process went well and employees had a similar level of engagement. However, the most recent staff survey conducted in August showed a further decrease in the NPS score; this was a decrease of 1.3%. Therefore, the overall decrease in NPS since the change has happened is 2.1%. Therefore, the team need a morale boost and a feeling of being valued by Bluestone.

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

During the change process, records were kept so that the success of the change could be reported on. EV22 shows the final list of people affected by the change and whether they were able to remain in their current roles or get their second choice. This shows that 32 people kept their jobs and only 4 people were made redundant.

All documents were also kept on file within HR's folder on the X drive (server). This can then be looked back on for future changes. This includes the plan, implementation documents and any associated results of the change.

Employee surveys are also monitored to keep an eye on engagement levels (EV17 and EV18). The next survey will take place at the end of the year so the data will be compared again to see if people have committed to the change. As per the Kubler-Ross change curve (Mindtools, 2019), it shows that employees will accept the decision once their anger and fear has reduces. However, it is not until a bit later in the change process that employees will be committed to the new change and have a changed mindset.

Reference List for LO2:

APM. (2017). *Introduction to managing change*. Buckinghamshire: Association for Project Management.

MINDTOOLS. (2019c). *The Change Curve*. [online]. Available at: https://www.mindtools.com/pages/article/newPPM_96.htm. [Accessed 24 November 2019].

LO3: Be able to assess the impact of change processes within an organisation

3.1. Measure the effectiveness of the implementation, agreeing and making justified adaptations where required.

The implementation of the change ran smoothly and timeframes were adhered to. CMI (2014) identify that it is best practice to agree timeframes, all parties involved agreed upon the timescales given which enabled the process to be delivered on time. CIPD (2018) state that it is important to build trust and maintain relationships during a change process; employees were communicated with on a group and individual basis which led to them generally having an understanding and gave them an opportunity to raise any concerns. Due to the possible fallout from reducing the amount of roles by 36, it was planned for effectively and through careful recruitment led to only four redundancies. The process of deciding who those four people were was done fairly, using selection criteria such as competency and attendance. There could have been more substantial planning involved in the form of a Gantt chart or thorough change plan. However, I believe the action plan did work well as it was

simple and easy to follow. CMI (2014) also identified that creating change champions will help towards the success of implementing change; this could have been improved on during the changes in housekeeping as we did not identify champions to build a positive vision of the changes amongst the team. However, the managers involved and HR were all clear on the benefits and tried to reassure employees.

Kotter (Mindtools, 2019) identified several stages that need to be completed if the implementation of a change is to be successful. One of these stages was empowering employees and generating short-term wins. During the change in housekeeping, I believe we could have used success stories to reinforce the benefits of the change. For example, there could have been a team build event paid for by Bluestone out of the payroll saving that was made. This would encourage employees to realise the benefits of the changes.

Due to the decline in NPS scores (EV16, EV17 and EV18) I believe the overall implementation has had a knock on effect in engagement levels. However, overall the implementation met its objectives and has led to a huge reduction in payroll savings which can be reinvested into the future of Bluestone.

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

As Kotter (Mindtools, 2019) identifies, part of the implementation process is ensuring that the changes stick so that employees don't fall back into old habits or attitudes. As the process cannot be changed back, employees are unable to fall back into how they used to operate. However, supervisors will need to monitor engagement levels, attitudes and behaviours of the team.

SHRM (2015) noted that it is often the responsibility of HR to ensure systems are aligned, which can be linked to recruitment; to make sure that new employees are able to follow the new processes they should be assessed on similar tasks during the recruitment processes. For example, the 'cloth bag challenge' (EV23).

To increase engagement there needs to be more sense of fun, through reward and recognition. In September it was 'International Housekeeper Appreciation Week' so the team were treated to treats throughout the week, from cupcakes, to spa use, culminating in an 'It's a Knockout' type event. This worked really well and seemed to boost morale and employees posted pictures and messages on social media thanking the senior team. EV24 shows minutes of the meeting, which I was involved in. Therefore, the next engagement survey results will hopefully improve as employees will feel more valued. These results will be looked at closely and if it hasn't increased, or has only had a marginal increase, then other actions must be put in place to embed our values and increase engagement.

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

The feedback identified, involving the effectiveness of the implementation and further work required, was sent to the senior managers in housekeeping and HR staff (EV25). The Head of Housekeeping was happy with the feedback and my suggestions for further work to embed any changes.

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

As I believe this is an area of HR that I lack experience in, manager feedback shows that my input into the process was effective. There were also positive outcomes in terms of employees adhering to the new policies and the reduction in the amount of redundancies. However, engagement levels decreased which shows that there have been negative effects from the change. Therefore, in future I would suggest boosting team morale sooner in the process. I will also gain more experience of using more complex project planning structures, such as a Gantt chart.

Change is now part of the core knowledge section of the profession map (CIPD, 2019); this is due to many organisations going through constant change. One area of change is understanding different change management approaches and their advantages and disadvantages; I feel that this is an area I now have a better understanding of, and used this knowledge within the housekeeping change plan and implementation. I also believe I understand how people experience change, and the stages they go through as identified by Kubler-Ross (Change Management Coach, 2018). I also now have a good understanding of how to plan and deliver a project, as identified in this change project. This included goals, milestones, resources, risks and costs.

Overall, the project was successful in delivering its objectives but improvements can be made in the future to keep engagement levels high.

Reference List for LO3:

CHANGE MANAGEMENT COACH. (2018). *Kubler-Ross five stage model*. [online] Available at: <https://www.change-management-coach.com/kubler-ross.html>. [Accessed 27 November 2019].

CIPD. (2018). *Change management*. [online] Available at: <https://www.cipd.co.uk/knowledge/strategy/change/management-factsheet>. [Accessed 26 November 2019].

CIPD. (2019). *Change*. [online] Available at: <https://peopleprofession.cipd.org/profession-map/core-knowledge/change>. [Accessed 15 November 2019].

CMI. (2014). *Implementing an effective change programme*. [online] Available at: https://www.managers.org.uk/~media/Files/Checklists/CHK-040-Implementing_an_effective_change_programme.pdf. [Accessed 26 November 2019].

MINDTOOLS. (2019b). *Kotter's 8-step change model*. [online] Available at: https://www.mindtools.com/pages/article/newPPM_82.htm. [Accessed 26th November 2019].

EV01

Inventory Proposal Financials

Current Process

Current Team	Hourly Rate	Hours Required	Total per annum	Current Role Summary
1 Supervisor P/T	£8.85	21	£9,664.20	Manages the inventory stock and team
1 Team Leader	£8.40	16	£6,988.80	C/O on van distributing items across resort, Non C/O sorting stock
1 Runner	£7.83	20	£8,143.20	C/O on van as a runner distributing items across resort, Non C/O sorting stock
15 Checkers	£7.83	11	£67,181.40	C/O checking all lodges across resort - ordering and supporting in distributing stock
Productive payroll cost			<u>£91,977.60</u>	
Holiday pay			13% <u>11,957.09</u>	
Employers			2.20% £2,315.15	
Training			1.25% £1,299.18	
Benefits			1.31% <u>£1,361.54</u>	
Total payroll cost			<u>£108,910.56</u>	
Current Van	Monthly Rental	Months		
	£322.80	12	<u>£3,873.60</u>	
Total Operating Cost			<u>£112,784.16</u>	

Proposed Process

Proposal	Hourly Rate	Hours Required	Total per annum	Proposed Role Summary
1 Supervisor F/T	£8.85	37.5	£17,257.50	Manages the inventory stock and team as well as supporting Sian with Spa Retail and other projects
2 Team Leader	£8.50	37	£16,354.00	C/O 1 on each van distributing items across resort, Non C/O sorting stock and Active H&S monitoring
2 Runner	£7.83	22	£8,957.52	C/O 1 on each van as a runner distributing items across resort,
3 Checkers	£7.83	33	£13,436.28	C/O spot checking areas for inv. stock, maint. of equipment
Productive payroll cost			<u>£56,005.30</u>	
Holiday pay			13% <u>7,280.69</u>	
Employers			2.20% £1,409.70	
Training			1.25% £791.07	
Benefits			1.31% <u>£829.05</u>	
Total payroll cost			<u>£66,315.81</u>	
Monthly Rental Per Van				
2 New Vans	£249.39	12	<u>£5,985.36</u>	
Total Operating Cost			<u>£72,301.17</u>	
Total Potential Annual Saving			<u>£40,483.00</u>	

NOTES:-

Extra Hours include 7 hours Active monitoring Health and Safety for BOH and Spa
Extra hours for Supervisor to do admin and stock control tasks BOH and Spa

Housekeeping Proposal New Process & Restructure

This proposal looks at three key areas within the House Keeping Department and how reviewing the current processes in those areas can make the department more efficient, in terms of output and payroll. The three key areas are; Linen, Inventory and the Bucket Room. All of these areas are interlinked and therefore the changes would need to be done in conjunction with each other, along with some slight changes within the other areas of the department. This would ensure the smooth transition in the change of processes within these areas, as well as keeping the disruption and unease/impact on the entire department to a minimum. The changes however will result in redundancies, which will need to be carefully managed.

Linen

Currently the trailers and cages are loaded on to the rangers and driven around site, to distribute all the clean linen to the lodges on each changeover day. Each trailer is fully manned with a full linen team. Later in the day the teams will go back around the resort again to collect all the dirty linen. This creates large volumes of traffic and disruption on an already busy changeover day, as guests will also have vehicles on resort.

The proposal is to install a storage bench box outside each lodge which will be waterproof, lockable, in keeping with Bluestone, be functional and can house a full set of clean linen for that lodge. The process of distributing clean and dirty linen will then fundamentally change in that the team will no longer only have to work on a changeover day and become potentially a 7 day operation, reducing the vehicle traffic on a changeover. The team would load up the bench box's pre arrival day, ready for the housekeepers to easily access the linen required. Once the housekeepers have taken the clean linen needed, they can then deposit all of their dirty linen back in the bench box's and secure them. The linen team at a later date can then systematically empty the bench box's of dirty linen, replacing it at the same time with clean sets in one drop/run, on days in between the changeover days. This improves the overall efficiency of the team.

This proposal would enable us to give the current 4 team leaders a full time position as well as allow us to give those positions an increase in hourly rate, based on the extra responsibility and duties involved. However this proposal would also result in a head count reduction of 14 part time personnel, which would need to be managed.

Financials

Below are the financial benefits of this change in process. In summary due to the initial investment of the storage bench box's, there would be a potential saving in year one of just £200. However in year 2 and 3 there would be significant savings of £45,200 per annum, with a view in year 4 that there would be a requirement to repair or replace the bench box's. It is also worth noting at this point the cost of the box's is an estimate based on web pricing. Once sourced and quoted for this cost may reduce and therefore further potential saving would be made.

Current Team	Hourly Rate	Hours Required	Total per annum	Current Role Summary
4 Team Leader	£8.40	120	£52,416.00	C/O day lead trailer, through week load trailers and del to spa etc
1 Team Leader	£8.40	12	£5,241.60	C/O day lead a trailer
16 Linen assistants	£7.83	176	£71,660.16	C/O day Trailer team, running linen to and from lodges
1 Clean Linen	£7.83	11	£4,478.76	C/O Day sort clean packs for trailers, separating dirty, damaged or stained from clean, sorting special requests
2 Facilities	£7.83	22	£8,957.52	Delivery of furniture or special requests

Productive payroll cost £142,754.04

Holiday pay 13% 18,558.03

Employers 2.20% £3,593.23

Training 1.25% £2,016.40

Benefits 1.31% £2,113.19

Total payroll cost £169,034.88

Total Operating Cost £169,034.88

Proposed Process

Current Team	Hourly Rate	Hours Required	Total per annum	Proposed Role Summary
4 F/T Team Leader	£8.50	150	£66,300.00	As previous just evenly spread throughout week
2 Linen Assistants	£7.83	50	£20,358.00	As previous just evenly spread throughout week
1 Clean Linen	£7.83	11	£4,478.76	As previous
2 Facilities	£7.83	22	£8,957.52	As previous
1 Runner for Village	£7.83	11	£4,478.76	To support the village on a C/O distributing linen

Productive payroll cost £104,573.04

Holiday pay 13% 13,594.50

Employers 2.20% £2,632.18

Training 1.25% £1,477.09

Benefits 1.31% £1,547.99

Total payroll cost £123,824.81

	Cost per unit	Required	
Bench Box's	£150.00	300	<u>£45,000.00</u>

Estimated - currently sourcing & awaiting full quotations

Total Operating Cost Yr1 £168,824.81

Total Operating Cost Yr2 & 3 £123,824.81

Total Potential Saving

Year 1 £210.07

Year 2 £45,210.07

Year 3 £45,210.07

Total Potential Saving Over 3yrs £90,630.22

Inventory

We currently have a team of dedicated inventory checkers, who on each changeover day check every lodge for missing or damaged inventory items and equipment. This team then feeds back to the inventory supervisor what is needed for each lodge. The inventory supervisor then distributes the stock as required via the inventory team leader to the inventory checkers.

It has been identified that this process is currently being duplicated by multiple people in each lodge/area and that not only do the inventory checkers do this but also the HSK Self Checkers, Supervisors and Housekeepers. The new proposal would address this and also introduce new processes in the way the stock items are stored and distributed out to the lodges.

The emphasis of the new proposal is for the HSK Self Checkers and Supervisors to check their own lodges for missing or broken inventory items. They can then easily replace items in a variety of ways, as bullet pointed below:-

- Dinas lodge cupboards will stock certain key inventory lines
- The new bench boxes will hold some key lines
- The use of the central base lodge in each area to take from

The lodge teams will then feedback to the inventory supervisor themselves, to inform what has been taken from where. Those items will then be restocked by the 2 vans, which will be based on resort.

There will be three inventory checkers who will be retained to systematically check every unit on resort, to ensure standards are maintained and to carry out essential equipment maintenance for example de-lime scaling the kettles.

Extra hours will also be given to a team leader who will become responsible for the active monitoring of all H&S for BOH and Spa and updating all essential documentation, supporting Sian in maintaining compliance.

This new process would result in this area becoming more efficient and productive, but would result in a head count reduction of 10 part time staff.

Financials

The figures below show the financial benefits of this change in process. The change would give an instant return with a total potential annual saving of £40,400.

Current Team	Hourly Rate	Hours Required	Total per annum	Current Role Summary
1 Supervisor P/T	£8.65	21	£9,864.20	Manages the inventory stock and team
1 Team Leader	£8.40	16	£6,988.80	C/O on van distributing items across resort, Non C/O sorting stock
1 Runner	£7.83	20	£6,143.20	C/O on van as a runner distributing items across resort, Non C/O sorting stock
15 Checkers	£7.83	11	£67,181.40	C/O checking all lodges across resort - ordering and supporting in distributing stock
Productive payroll co			<u>£91,977.60</u>	
Holiday pay 13%			<u>11,957.09</u>	
Employers 2.20%			£2,315.15	
Training 1.25%			£1,299.18	
Benefits 1.31%			£1,361.54	
Total payroll cost			<u>£108,910.56</u>	
Current Van	Monthly Rental £322.80	Months 12	<u>£3,873.60</u>	
Total Operating Cost			<u>£112,784.16</u>	

Proposed Process

Proposal	Hourly Rate	Hours Required	Total per annum	Proposed Role Summary
1 Supervisor F/T	£8.65	37.5	£17,257.50	Manages the inventory stock and team as well as supporting Sian with Spa Retail and other projects
2 Team Leader	£8.50	37	£16,354.00	C/O 1 on each van distributing items across resort, Non C/O sorting stock and Active H&S monitoring
2 Runner	£7.83	22	£8,957.52	C/O 1 on each van as a runner distributing items across resort,
3 Checkers	£7.83	33	£13,436.28	C/O spot checking areas for inv. stock, maint. of equipment
Productive payroll co			<u>£56,005.30</u>	
Holiday pay 13%			<u>7,280.69</u>	
Employers 2.20%			£1,409.70	
Training 1.25%			£791.07	
Benefits 1.31%			£829.05	
Total payroll cost			<u>£66,315.81</u>	
2 New Vans	Monthly Rental Per Van £249.39	Months 12	<u>£5,985.36</u>	
Total Operating Cost			<u>£72,301.17</u>	
Total Potential Annual Saving			<u>£40,483.00</u>	

NOTES:-

Extra Hours include 7 hours Active monitoring Health and Safety for BOH and Spa
Extra hours for Supervisor to do admin and stock control tasks BOH and Spa

Bucket Room

The bucket room is an essential part of the housekeeping operation. All buckets are made in between each changeover day, ready for the staff to collect on a Monday and Friday. Currently 3 staff members are used 15hrs each per week, to fill these with all the equipment required including bin bags, cloths and full chemical bottles. This is a very labour intensive process with each cloth being sorted, folded and placed in the bucket together with a selection of hand folded bin bags.

The new proposal for the bucket room is based on two key process changes. Firstly laundry bags will be introduced which will house a full set of mixed cloths that are required by the HSK team. On a changeover day staff will be issued with 2 laundry bags, one with the full set of clean cloths in and the other being empty, for their dirty cloths to be placed in when they have finished using them. Both bags will then be brought back up and the full dirty bag can then simply be placed in the washing machine, laundered and dried in the bag. The bag of cloths will then be ready for the next changeover, with very minimal effort and sorting.

Secondly the introduction of kitchen caddies for the lodges. These will in essence replace the existing lodge packs and will house the washing up liquid bottle, the cleaning cloth/sponge and bin bags. This can be made up by the existing lodge pack team.

Once both have been implemented there will only be a requirement for the chemical bottles to be filled and the buckets put ready. This would reduce the current headcount from 3 part time staff members to just 1.

Financials

The figures below show the financial benefits of these changes in process. The change would give an immediate return in year one of a total potential annual saving of £10,700. It is also worth noting that at this point the cost of the laundry bags and the kitchen caddies are based on estimates we have had from the recent trade show the team attended. Once sourced and fully quoted for these costs may reduce and therefore further potential saving would be made.

Current Team	Hourly Rate	Hours Required	Total per annum	Current Role Summary
Assistant A	£7.83	15	£6,107.40	Fill Chemical Bottles
Assistant B	£7.83	15	£6,107.40	Fold Cloths
Assistant C	£7.83	15	£6,107.40	Fold Bin Bags
Productive payroll cost			£18,322.20	
Holiday pay 13%			2,381.89	
Employers 2.20%			£461.18	
Training 1.25%			£258.80	
Benefits 1.31%			£271.22	
Total payroll cost			£21,695.29	
Total Operating Cost			£21,695.29	

Proposed Process

Current Team	Hourly Rate	Hours Required	Total per annum	Proposed Role Summary
Assistant C	£7.83	15	£6,107.40	Fill Chemical Bottles
Productive payroll cost			£6,107.40	
Holiday pay 13%			793.96	
Employers 2.20%			£153.73	
Training 1.25%			£86.27	
Benefits 1.31%			£90.41	
Total payroll cost			£7,231.76	
Laundry Bags		500	£4	£2,000
Caddy		350	£5	£1,750
<i>Estimated - currently sourcing & awaiting full quotations</i>				
Total Operating Cost Yr1			£10,981.76	
Total Operating Cost Yr2 & 3			£7,231.76	
Total Potential Saving				
Year 1			£10,713.53	
Year 2			£14,463.53	
Year 3			£14,463.53	
Total Potential Saving Over 3yrs			£39,640.59	

Proposal Summary

In summary the three process changes in year one would potentially give the company a total saving of £51,400 in year one, with year two and three giving further savings totalling £251,000 over a three year period.

As previously stated this will result in redundancies with a total head count reduction of 26 part time personnel. This process will need to be carefully managed and communicated to the teams and may cause distress and concern to the entire department, not just those key areas affected. The financial figures also do not take in to account any costs associated with the redundancy process.

HOUSEKEEPING PROPOSAL

New Process & Restructure

CONFIDENTIAL

Verbal Consultation Briefing (Housekeeping) – 15 March 2019

INTRODUCTION

As with good practice in any successful business, it is necessary to review existing processes and ways of working to identify opportunities for improvement, efficiencies and where appropriate, financial savings. For Bluestone, this is particularly important as our business matures and grows. Technological advances, automation and more effective machinery cannot be ignored either.

But at the heart of it, we are a people business, and we rely on the input, hard work and commitment of a great team of people. We are always cognisant of this when we consider change.

Within the Housekeeping department, a review of current processes has been undertaken and opportunities have been identified to make operational efficiencies and financial savings. The three key areas are; Linen, Inventory and the Bucket Room operations. All of these are interlinked and therefore any changes would need to be done in conjunction with each other, along with some slight changes within the other areas of the department. This would ensure the smooth transition in the change of processes within these areas, as well as keeping the disruption and impact on the entire department to a minimum.

If the proposed changes are implemented however, this will result in the ceasing of certain roles and this will have a potential impact on 26 current positions. That said, we are confident that we will be able to offer those individuals suitable, alternative employment to avoid making compulsory redundancies.

We would like now to talk you through the proposals and the timescales.

PROPOSED CHANGES, ROLES AFFECTED**Linen**

Currently the trailers and cages are loaded on to the rangers and driven around site, to distribute all the clean linen to the lodges on each changeover day. Each trailer is fully manned with a full linen team. Later in the day the teams will go back around the resort again to collect all the dirty linen. This creates large volumes of traffic and disruption on an already busy changeover day, as guests will also have vehicles on resort.

The proposal is to install storage boxes outside each lodge which will be waterproof, lockable, in keeping with Bluestone, be functional and can house a full set of clean linen for that lodge. As you will be aware, these have been trialled over the past couple of months. The process of distributing clean and dirty linen will then fundamentally change in that the team will only collect dirty linen on a changeover day and become a 7 day operation, reducing the vehicle traffic on a changeover. The team would load up the storage boxes pre arrival day, ready for the housekeepers to easily access the linen required. This will create better efficiencies on the changeover day as the linen will be in place before the Housekeeper arrives at the lodge, meaning there will be no wait time for linen. Once the housekeepers have taken the clean linen needed. The linen team at a later in the day will remove dirty linen from the lodges, replacing it later in the week.

This proposal would enable us to give the current 4 team leaders positions. There is also an opportunity for 11 Assistants at 11 hours per week to include mid week and weekends work. This proposal would also result in role reduction of 5 part time personnel for this particular operation.

Along with the operational benefit of this change, there is also an economic benefit of some £45k per annum.

Verbal Consultation Briefing (Housekeeping) – 15 March 2019

Inventory

We currently have a team of dedicated inventory checkers, who on each changeover day check every lodge for missing or damaged inventory items and equipment. This team then feeds back to the inventory supervisor what is needed for each lodge. The inventory supervisor then distributes the stock as required via the inventory team leader to the inventory checkers.

It has been identified that this process is currently being duplicated by multiple people in each lodge/area and that not only do the inventory checkers do this but also the HSK Self Checkers, Supervisors and Housekeepers. The new proposal would address this and also introduce new processes in the way the stock items are stored and distributed out to the lodges.

The emphasis of the new proposal is for the HSK Self Checkers and Supervisors to check their own lodges for missing or broken inventory items. They can then easily replace items in a variety of ways, as bullet pointed below:-

- Dinas lodge cupboards will stock certain key inventory lines
- The new boxes will hold some key lines
- The use of the central base lodge in each area to take from

The lodge teams will then feedback to the inventory supervisor themselves, to inform what has been taken from where. Those items will then be restocked by the 2 vans, which will be based on resort.

There will be three inventory checkers who will be retained to systematically check every unit on resort, to ensure standards are maintained and to carry out essential equipment maintenance for example de-lime scaling the kettles.

This new process would result in this area becoming more efficient and productive, but would result in a role reduction of 6 part time staff for this particular operation.

Again, there are clearly operational efficiencies together with an annual saving of some £38k.

Bucket Room

The bucket room is an essential part of the housekeeping operation. All buckets are made in between each changeover day, ready for the staff to collect on a Monday and Friday. Currently 4 staff members are used per week, to fill these with all the equipment required including bin bags, cloths and full chemical bottles. This is a very labour intensive process with each cloth being sorted, folded and placed in the bucket together with a selection of hand folded bin bags.

The new proposal for the bucket room is based on using laundry bags which will house a full set of mixed cloths that are required by the HSK team. (This trial has been underway as you know). On a changeover day staff will be issued with the laundry bags filled with cloths, which will be returned to BOH at the end of the day. The full dirty bag of cloths can then simply be placed in the washing machine, laundered and dried in the bag. The bag of cloths will then be ready for the next changeover, with very minimal effort and sorting. Any remaining laundry not completed on a changeover evening will be completed during the week.

Once implemented there will only be a requirement for the chemical bottles to be filled and the buckets put ready. This would reduce the current roles from 3 part time staff members to just 1.

ECONOMIC JUSTIFICATION, NUMBER OF POSITIONS AFFECTED & TIMING

Verbal Consultation Briefing (Housekeeping) – 15 March 2019

In summary the three process changes will provide a financial saving of some £270k over a three year period as well as achieving a more effective operation.

These changes will result in us ceasing a total number of 14 part time positions from the pool of 36 employees within Linen, Inventory and Bucket Room operational functions of the Housekeeping Department.

Our aim is for these changes to be effective from 1 April 2019, subject to consultation.

SUITABLE ALTERNATIVE ROLES

It is our aim to avoid making any compulsory redundancies as part of this change and we have identified a number of suitable alternative roles, namely;

- Deep Clean Team Member
- General Assistant
- Housekeeping Assistant

We consider these to be suitable, based on pay, hours, days of work, type of work and skill set.

More information about these roles is available on the jobs board outside of the Manager Office within the Back of House Building. These can also be discussed in more detail during your individual consultation.

VOLUNTARY REDUNDANCY

We are willing to consider voluntary redundancy requests and details of this will be available shortly, together with the criteria for applying.

NEXT STEPS

This meeting forms the start of the consultation period and we will be conducting individual consultation meetings as a next step, during which you can discuss this proposal in more detail and have the opportunity to respond and ask more questions.

Q&As

From: Sian Straczek
Sent: 15 March 2019 16:50
To: HR Staff; Claire Lewis; Housekeeping Senior Team; Andrew Charlton; Steven Slaughter
Subject: Timings for Consultations
Attachments: CONSULTATIONS.xlsx; JD HK - Housekeeping Assistant.docx; JD HK - Housekeeping Deep Clean Assistant.docx; JD HK - Housekeeping General Assistant.docx; JD HK - Inventory Team leader.docx; JD HK - Linen Team Leader.docx; JD HK - Facilities Team Leader.docx; JD HK - Clean Linen Assistant.docx

Hi All

Please see grid for consultation timings (Fourth tab). If you notice any errors please let me know.

I have also attached the job descriptions for reference.

If you need clarification on anything, please let me know.

Once again thanks for your help.

Thanks

Sian



Current Vacancies

Spa Apprentice

Fixed-term contract (12-18 months)

22 hours a week

£3.90 per hour

Marketing Executive

Permanent contract

40 hours a week

Salary DOE

Senior Web Developer

Permanent contract

40 hours a week

Salary DOE

Maintenance Technician

Permanent contract

37.5 hours a week

£8.53 per hour (to increase after probation)

Maintenance Assistant

Permanent contract

Part-time

£8.53 per hour

Lifeguard

Permanent contract

Flexible hours

£7.38/£7.83 per hour

Retail Assistant

Permanent contract

14 hours a week (weekends only)

£7.38 / £7.83

First Individual Consultation

Employee Name:

Others in Attendance:

Consultation conducted by:

Date:

1. Do you understand the briefing that you attended and the impact the changes will have on your current role? a. Do you require any further information or have any questions that you wish to raise at this stage, regarding this matter?
2. In the event that the proposed change is implemented and your current role ceases to exist, it is our intention to avoid making any compulsory redundancies, by providing you with a suitable alternative role. (Refer to guidelines Appendix 1) <i>Your employer might offer you 'suitable alternative employment' within your organisation or an associated company. Whether a job is suitable depends on:</i> • <i>how similar the work is to your current job</i> • <i>the terms of the job being offered</i> • <i>your skills, abilities and circumstances in relation to the job</i> • <i>the pay (including benefits), status, hours and location</i> <i>Your redundancy could be an <u>unfair dismissal</u> if your employer has suitable alternative employment and they do not offer it to you.</i>
3. We would like you consider the roles on the attached sheet and confirm your preference, so that we can go through a fair selection process for the roles available. (Refer to Appendix 2)
4. Would you like to arrange an appointment with our Recruitment Co-ordinator to understand what vacancies exist within the business, to enable you to consider all of the current options?
5. Is there anything else you wish to ask at this stage?
6. Confirm next steps will be to consult with all of the individuals affected by this change and then go through a selection process for each of the roles. • Where the individual has been selected for the role(s) of their choice, they will receive written confirmation. • Where the individual has not been selected for the role(s) of their choice, we will arrange a follow up meeting to agree next steps. • Our aim is to redeploy all members of staff if possible, but there may be consideration for voluntary redundancy, in which case, we will arrange a follow up meeting to discuss. • Employee Assistance Programme can be used

Signed:

Employee

Signed:

On behalf of Bluestone Resorts

bluestone

national park resort

Cloth Bags



B.Brock

Bluestone Resorts Ltd

31/10/2018

Doc No:	HK-TBT-015	Cloth Bags	
Rev No:	001		
Created:	31/10/2018		
Last Review:	31/10/2018		

Purpose

To proactively inform all Housekeeping staff involved in cleaning that the bucket rolls have now changed to cloth bags.

Learning Points

The new cloth bags will be replacing the rolls that were provided in the buckets; these will have the same cloths as previously provided, and bin bags and pedal liners will be placed in the bucket separately. The reason for the change is to make the process more efficient for all involved.

Cloth packs are made up of:

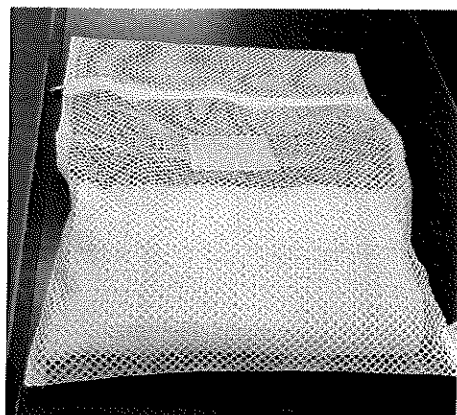
- 2x Tea towels
- 1x GREEN cloth
- 2x GREEN microfibre cloth
- 2x RED/ PINK cloth
- 2x RED/ PINK microfibre cloth
- 2x BLUE cloth
- 2x BLUE microfibre cloth
- 3x Toilet Cloths
- 1x Floor Cloth

All of the above items should be in the white mesh bag which is in your bucket.

1. Once at your accommodation all items should be removed from the cloth bags
2. Only dirty cloths should be placed in the bag during the day to avoid cross contamination
3. At the end of the day all cloths provided should be placed back in the bag, even if they have not been used. This is to ensure that all cloths are present for the next person who receives the bag (after it has been washed).
4. If you are missing any items please either; replace in the bag before dropping off at the end of the day **OR** write on the blank panel on the bag what is missing (this will be washed off).
5. **No other items should be placed in the bag** i.e. bin bags, mop heads, brushes etc. These are to be kept separate and put in the relevant bins at the end of the day as usual.

At the end of the day each bag should have the same amount of cloths provided at the start of the day. This is to ensure that the next person who has the cloth bag has the correct equipment for the changeover.

Mesh bag with cloths



Bucket with mesh cloth bag instead of cloth roll



Housekeeping Efficiencies Action Plan

Action	Person to Complete	Date Required
Prepare consultation documents	Sian Straczek (Head of Housekeeping) and Debbie Rainbow (HR Director)	12 th February 2019
Collate job descriptions	Carla Roberts (Recruitment Officer)	1 st March 2019
Create poster of alternative jobs in the business	Carla Roberts (Recruitment Officer)	14 th March 2019
Spreadsheet of who is affected	Sian Straczek (Head of Housekeeping)	28 th February 2019
Gain support from HR and senior managers to help with individual consultations	Sian Straczek (Head of Housekeeping)	1 st March 2019
Create letter/briefing for employees	Sian Straczek (Head of Housekeeping) and Debbie Rainbow (HR Director)	5 th March 2019
Create information sheet (ACAS info) re. suitable alternatives	Debbie Rainbow (HR Director)	5 th March 2019
Brief employees as a group	HSK Managers and HR	15 th March 2019
Undertake individual consultations	HSK Managers / Senior Managers / HR	Begin 15 th March 2019
Conclude results of individual consultations	Debbie Downes (Accommodation services Manager)	22 nd March 2019
Arrange and conduct second consultations	HSK Managers / Senior Managers / HR	29 th March 2019
Send confirmation of results to HR	Debbie Downes (Accommodation services Manager)	1 st April 2019
Send letters to employees to confirm outcome (e.g. redundancy / change of role)	HR	5 th April 2019
Liaise with Payroll and HR to organise redundancy packages / change of terms	HSK Managers, HR and Payroll	9 th April 2019
Monitor effectiveness, make changes if required	Sian Straczek (Head of Housekeeping)	Ongoing

To: Carla Roberts
Subject: RE: Housekeeping Efficiencies Action Plan

From: Carla Roberts
Sent: 17 January 2019 14:02
To: Carla Roberts
Subject: Housekeeping Efficiencies Action Plan

Hi all,

Please see the attached action plan for the consultation meetings that are scheduled to take place in March. I will be sending across further documents in due course.

If you have any questions please let me know. Thank you.

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

From: Debbie Rainbow
Sent: 14 March 2019 14:26
To: Heads of Department
Cc: HR Staff
Subject: Housekeeping Changes - Briefing & Consultation
Attachments: HOUSEKEEPING PROPOSAL March 2019 Briefing.docx

Hi Both

Just to keep you in the loop, Sian will commence consulting with 36 members of the housekeeping team tomorrow about changes to their existing roles (briefing attached).

It is the intention to redeploy all staff affected, so hopefully no compulsory redundancies.

Sian has put a shout out for some support with the individual consultation meetings, so any help would be most appreciated.

Any questions, let me know.

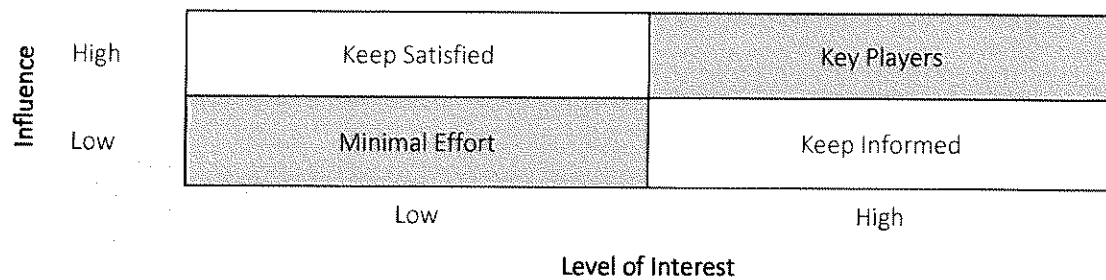
Kind regards

Debbie Rainbow MSc
Director of Human Resources and Health & Safety
T: +44 (0) 1834 869900 ext 525
Mobile 07771 806730

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

Stakeholder Map

Housekeeping Restructure



Stakeholder Name	Influence Level	Level of Interest	Stakeholder Grouping
Housekeeping Senior Managers	High	High	Key Players
HR	High	High	Key Players
HODs	High	Low	Keep Satisfied
Housekeepers	High	High	Key Players
Marketing	Low	Low	Minimal Effort

Communication Needs

Key Players:

Need to be kept informed at all times and have as much information as possible. This should be delivered face-to-face and support should be provided.

Keep Satisfied:

Can be kept informed via email updates, with the opportunity to ask questions, make suggestions or raise concerns.

Minimal Effort:

Email updates in case they are needed. E.g. marketing need to be informed so they can use PR if there is negative press.

From: Carla Roberts
Sent: 24 November 2019 11:59
To: Carla Roberts
Subject: FW: Carl - Facebook Post

From: Debbie Downes
Sent: 25 March 2019 11:58
To: Carla Roberts
Subject: RE: Carl - Facebook Post

Thanks Carla.

Debbie

From: Carla Roberts
Sent: 22 March 2019 16:27
To: Debbie Downes
Subject: RE: Carl - Facebook Post

Hi Debbie,

No problem, I'll pop up about 9:45am and go through it with him. I'll record it on CRM so it'll be on his file.

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

From: Debbie Downes
Sent: 22 March 2019 15:55
To: Carla Roberts
Subject: Carl - Facebook Post

Hi Carla,

Could you meet with Carl on Monday in regard to the recent Facebook post he put up about other jobs? Just to explain he isn't affected by the redundancies and to reduce any negative feeling towards the department?

Debbie

Kind Regards,

Debbie Downes

Accommodation Services Manager

Bluestone National Park Resort

Tel: 01834 869900 ext. 446

From: Carla Roberts
Sent: 24 November 2019 12:43
To: Carla Roberts
Subject: FW: Recent change in Housekeeping

From: Carla Roberts
Sent: 8 April 2019 13:01
To: Jessica Krelle
Subject: RE: Recent change in Housekeeping

Hi Jess,

Thank you, I'll continue to monitor how people feel and the impact on engagement levels etc.

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

From: Jessica Krelle
Sent: 8 April 2019 12:40
To: Carla Roberts
Subject: Recent change in Housekeeping

Hi Carla

Thank you for your contribution, sensitivity and support during the recent changes in housekeeping.

The plan was implemented effectively and supported the working relationship with the housekeeping senior team to deliver our objectives with this business change.

Feedback from the employees shows they feel supported, feel they have had the information required and undergone genuine consultation.

Also, due to you strategically holding back on recruiting in other areas of the business we only had to make 4 redundancies rather than 36 as we were able to successfully redeploy 34 people - a great outcome!

Kind regards

Jessica Krelle
Human Resources Manager
T: +44 (0) 1834 869900 ext 436
Bluestone Resorts Ltd,
Canaston Bridge,
Narberth,
Pembrokeshire,
SA67 8DE
www.bluestonewales.com

From: Carla Roberts
Sent: 24 November 2019 13:01
To: Carla Roberts
Subject: RE: Linen Boxes Update

Hi Sian,

That will be fine, you could look at the people who were moved from that role last month. If you look at the selection matrix you could go with the person with the highest score. This way, it would be fair.

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

From: Carla Roberts
Sent: 14 May 2019 12:56
To: Carla Roberts
Subject: Linen Boxes Update

Hi Carla,

We've monitored the successfulness of the linen boxes / cloth bags, and have identified that although it is working well, there are a few issues.

We may need to recruit another person back into the linen team, as the team are quite stretched now that there are less of them. The team still need to deliver clean linen on a changeover so it's on Mondays and Fridays that they struggle. Am I ok to recruit for another person?

Kind Regards,

Sian Straczek

Head of Accommodation Services

Bluestone National Park Resort

Tel: 01834 869900 ext. 596

Web: www.bluestonewales.com

tone Annual Survey 2018

Total Responses	2018 Staff	Response Rate
3	2	150.0 %
18	14	128.6 %
47	46	102.2 %
2	2	100.0 %
6	6	100.0 %
9	9	100.0 %
11	11	100.0 %
10	10	100.0 %
5	5	100.0 %
4	4	100.0 %
27	28	96.4 %
18	19	94.7 %
16	17	94.1 %
15	16	93.8 %
27	31	87.1 %
18	22	81.8 %
89	114	78.1 %
3	4	75.0 %
6	8	75.0 %
209	312	67.0 %
34	51	66.7 %
577	731	78.9 %

Staff Department	2018
HODs (Heads of...)	81
Environmental	66
Blue Lagoon	61
Human Resour...	50
Activities	41
Bike & Buggy H...	33
Commercial & ...	31
Food & Beverage	31
Sales	27
Housekeeping	25
Spa	22
Retail	20
Marketing	16
Maintenance	7
Entertainments	5
Front of House	3
Commercial	0
Directors Supp...	0
Information Sys...	0
Security	-6
Finance	-22
Projects	-25
Total	27

Bike & Buggy Hire
Blue Lagoon
Commercial
Commercial & Directors Support Services & Projects
Directors Support Services
Entertainments
Environmental
Finance
Food & Beverage
Front of House
HODs (Heads of Departments)
Housekeeping
Human Resources
Information Systems/Technology
Maintenance
Marketing
Projects
Retail
Sales
Security
Spa

April 2019 Pulse Survey

Staff Department

Manufacturing

Do you work full time or part time or seasonal?

Full Time Part Time Seasonal

How Long have you worked at BP

All

I know who my Victor/Line Manager is

My dept Mgr ensures I am included in decisions that affect me

My Mgr is accessible & approachable

I feel that my opinions count

I am regularly updated about what is happening within the business

I know what is expected of me



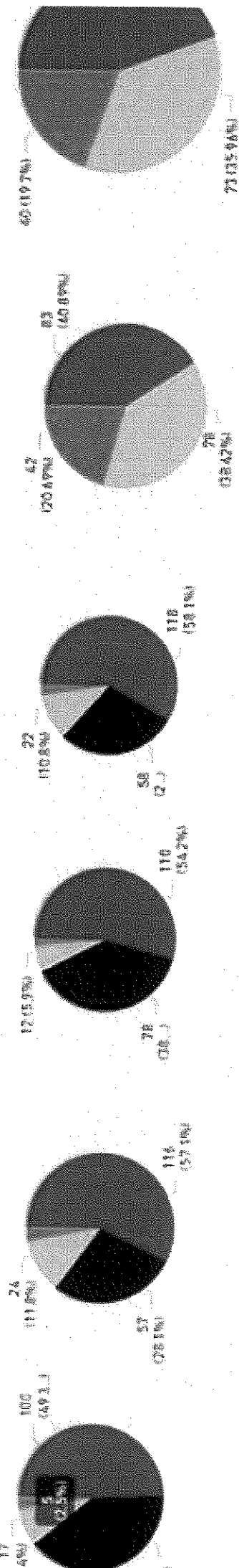
I have the opportunity to discuss my development and progress

My colleagues are committed to doing good work

I feel cared about as a person

Recommend Department as a place to work

Recommend Bluestone as a place to work



Respond Bluestone as a place to work	24.6%	203	321	20.6%
Response Rate	63.2%	203	321	24.6%
Response Rate	24.6%	203	321	24.6%
Response Rate	63.2%	203	321	24.6%

August 2019 Pulse Survey

Staff Department

HR/SA/HR/HR

Do you work full time or part time or seasonal?

Full Time

Part Time

Seasonal

How long have you worked at

All

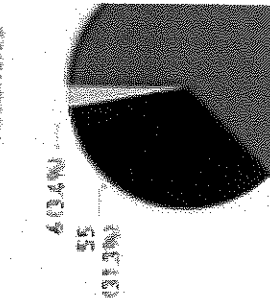
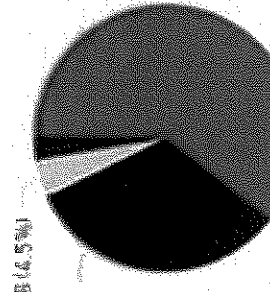
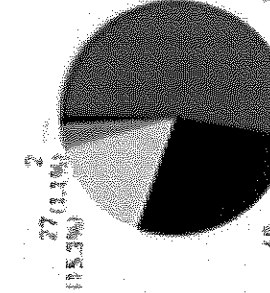
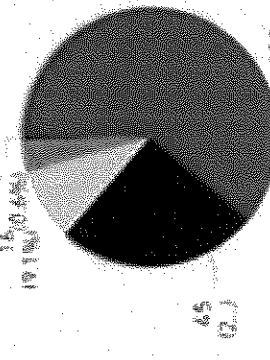
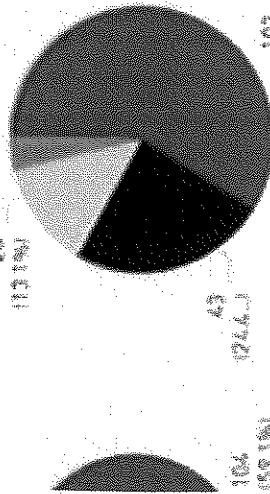
Regular fair feedback

Training increased motivation

Someone encourages my progression

Right training to carry out role

Know where to find vacancies

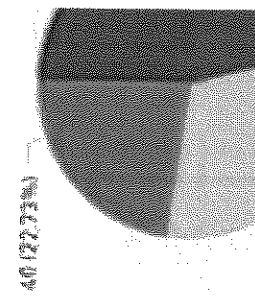
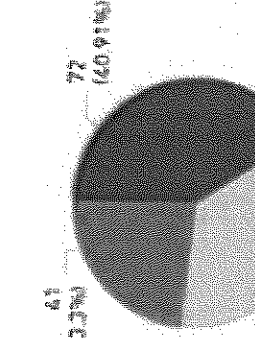
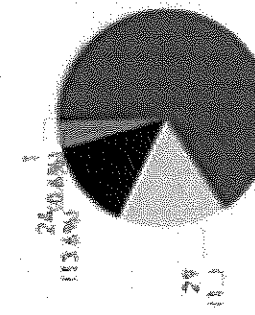
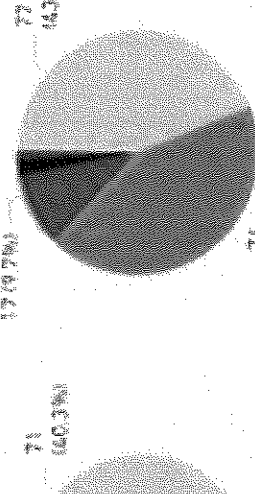


Plan to leave within 6 months

Plan to stay with Hospitality Industry

Recommend Department as a place to work

Recommend Bluestone as a



See as a place to

23.3%

Rate

78.4%

Responses

77.6%

Response Rate

593

Recommended NPS

719

Responses

77.6%

August 18 Pulse Survey Response Rate

564

719

Responses

78.4%

28

EV19

bluestone

national park resort

21 May 2019

Private & Confidential

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Dear [REDACTED]

Formal review meeting invite

On 15 March 2019, you were briefed on the proposed changes within the Housekeeping department following a review of current processes, where opportunities had been identified to make operational efficiencies and financial savings. You were made aware that the changes affect your current role on a Monday and Friday.

During your individual consultation, we explained it was our aim to avoid making any compulsory redundancies as part of this change and we had identified a number of suitable alternative roles, and you were successful in your role as Deep Clean Assistant.

As you are aware you are subject to a trial period within the role. You have a statutory right to a 4 week trial period in alternative employment. However due to the training requirements and to accommodate part-time work, this was extended.

The purpose of the trial period is for both employee and employer to determine whether the role is suitable. In the event that the role is deemed unsuitable then it will be necessary to revert to the redundancy procedure and a possible outcome could be dismissal.

This will not affect your employment rights or your right to statutory redundancy pay.

Further to your recent redeployment, we would now like to conduct a formal progress review meeting at 10.30am on Friday 24 May 2019 at the Housekeeping Office. The meeting will be conducted by Debbie Downes, Accommodation Services Manager, and also in attendance will be Jessica Krelle, Acting HR Manager.

As this is a formal meeting, please inform us in advance if you would like to be accompanied by a colleague or trade union representative.

Yours sincerely,

P.P. [Signature]

Debbie Downes
Accommodation Services Manager

29 November 2019

Private & Confidential

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Dear [REDACTED]

Formal review meeting outcome

On 15 March 2019, you were briefed on the proposed changes within the Housekeeping department following a review of current processes, where opportunities had been identified to make operational efficiencies and financial savings. You were made aware that the changes affect your current role on a Monday and Friday.

During your individual consultation, we explained it was our aim to avoid making any compulsory redundancies as part of this change and we had identified a number of suitable alternative roles, and you were successful in your role as Deep Clean Assistant.

As you are aware you are subject to a trial period within the role. You have a statutory right to a 4 week trial period in alternative employment. However due to the training requirements and to accommodate part-time work, this was extended.

I write further to your formal progress review meeting on 24 May 2018. In summary, we discussed concerns raised over your performance within the role specifically using the chemicals and equipment, and despite training these concerns have continued.

It was decided to extend your trial period by 4 weeks which will be reviewed at the end of this period. We feel this is a reasonable time frame to fairly review your role and make a decision as to whether you can reach the standards expected.

The purpose of the trial period is for both employee and employer to determine whether the role is suitable. We will continue to monitor your progress and support you where needed. However, should you still fail to meet the standards required and the role is deemed unsuitable, then it will be necessary to revert to the redundancy procedure and a possible outcome could be dismissal. This will not affect your employment rights or your right to statutory redundancy pay.

Yours sincerely,

P.P. [Signature]

Debbie Downes
Accommodation Services Manager

Housekeeping Efficiencies Action Plan

Action	Person to Complete	Date Required	Completed (RAG)
Prepare consultation documents	Sian Straczek (Head of Housekeeping) and Debbie Rainbow (HR Director)	12 th February 2019	11 th February 2019
Collate job descriptions	Carla Roberts (Recruitment Officer)	1 st March 2019	1 st March 2019
Create poster of alternative jobs in the business	Carla Roberts (Recruitment Officer)	14 th March 2019	14 th March 2019
Spreadsheet of who is affected	Sian Straczek (Head of Housekeeping)	28 th February 2019	15 th February 2019
Gain support from HR and senior managers to help with individual consultations	Sian Straczek (Head of Housekeeping)	1 st March 2019	12 th March 2019
Create letter/briefing for employees	Sian Straczek (Head of Housekeeping) and Debbie Rainbow (HR Director)	5 th March 2019	6 th March 2019
Create information sheet (ACAS info) re. suitable alternatives	Debbie Rainbow (HR Director)	5 th March 2019	7 th March 2019
Brief employees as a group	HSK Managers and HR	15 th March 2019	15 th March 2019
Undertake individual consultations	HSK Managers / Senior Managers / HR	Begin 15 th March 2019	25 th March 2019
Conclude results of individual consultations	Debbie Downes (Accommodation services Manager)	22 nd March 2019	25 th March 2019
Arrange and conduct second consultations	HSK Managers / Senior Managers / HR	29 th March 2019	27 th March 2019
Send confirmation of results to HR	Debbie Downes (Accommodation services Manager)	1 st April 2019	3 rd April 2019
Send letters to employees to confirm outcome (e.g. redundancy / change of role)	HR	5 th April 2019	5 th April 2019
Liaise with Payroll and HR to organise redundancy packages / change of terms	HSK Managers, HR and Payroll	9 th April 2019	8 th April 2019
Monitor effectiveness, make changes if required	Sian Straczek (Head of Housekeeping)	Ongoing	Ongoing

Housekeeping Efficiencies

Linen Team

1st choice Linen Assistant , Monday and Friday, 11 hours

Aaron Crispin

David Alan Picton

John Newbury

Jonathon Hitchcock

Josh Sandford

Kieren Wainright

Nathan Abrams

Peter Ridley

Robert Price

Simon Williams

Facilities Assistants first choice, Monday & Friday

Jamie Rozblatt

James Evans + Wednesday and Friday linen assistant

Team Leader; Paul Rees

Linen Team Leaders first choice

Fred Hayton

Sean Patterson

Stephen Walters

Linen Assistants Wednesday & Sunday 11 hours, first choice

Guy Johnson

Inventory Team

Team Leaders Monday & Friday 14 hours, first choice

David Banner

Geoff Sizer

Inventory Assistants 11 hours first choice

Christopher Morse

Emmeline Jones

Paul Griffiths

Shashikant Patel

Timothy Harrison

Bucket Room first choice 13 hours

Dawn Williams

Second Choices

Issac Jones, William Wilcox, Jack Price, Dan Brown; General Assistant

Walter Stone; Deep Clean

Jane Davies Housekeeping Assistant

Voluntary Redundancy

Uwe and Sylvia Vonhoff

Elizabeth Johnson and Roger Knight

From: Carla Roberts
Sent: 26 November 2019 18:14
To: Carla Roberts
Subject: FW: Assessment Day - Task

From: Jane Gregory
Sent: 26 April 2019 12:13
To: Carla Roberts
Subject: RE: Assessment Day - Task

Hi Carla,

Sounds good! I'll add it to the assessment day schedule and let Emma etc know ☺

Kind Regards,

Jane Gregory

Housekeeping Recruitment Assistant

Bluestone National Park Resort

Tel: 01834 869900 ext. 595

Web: www.bluestonewales.com

From: Carla Roberts
Sent: 24 April 2019 15:11
To: Jane Gregory
Subject: Assessment Day - Task

Hi Jane,

Due to the recent changes in Housekeeping with the cloth bags, I think it would be a good idea to update the assessment day tasks so that they align with this. I was thinking we could introduce them to the new cloth bags and ask them to pull out what they think they would need to use for either a bathroom/kitchen/oven, and then they could put the cloths back in the bag at the end excluding the items that shouldn't go in there.

What do you think? It would be similar to the bucket challenge but updated, and would identify if they understand the importance of doing it correctly.

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

From: Barbara Brock
Sent: 30 July 2019 16:38
To: Sian Straczek
Subject: Meeting minutes - National Housekeeper appreciation Week

Hi Sian,

Please see points below. Next meeting 6th August 3:30-4:30

Event to take place Friday 13th September 5:30-9

- 5:30-7 – competition
- 7-7:30 – award ceremony
- 7:30-9 down time and food
- Buses to stay later
- Social media and marketing promo

Activities ideas – activities are ok not to charge for staffing

- Timed race?
- Variation – box with code – collect different items along the way (trolley) – make a bed at the end?
- Toilet round – clean a toilet with (Toilet brush – tooth brush – paint brush
- Dead heat – put cot up and down
- Person at each point to give next clue to collect all items needed
- Water round – fill up a mop bucket by ringing a mop
- 3 legged race – wheelbarrow race
- Ducking stool – management/William/Supervisors – pay for a go to dunk your boss?
- John to look into number of games – proposal for the event
- ET to judge event?
- Prize? 1st, 2nd and 3rd Love to shop vouchers and cup or plaque
- Best fancy dress – team to have name and theme (use stuff we already have)
- Interdepartmental – each department have a team
- Schedule of events to go on HSK facebook page – and on flow
- Schedule will also include staff (other areas) covering HSK to free up for meals etc
- Kathryn to do blog? Photo opp in dome? – Carla to see if this is possible
- Badges and lanyards? Possible to get these for the event to hand out?
- Mike to do risk assessments
- Spa to open on Monday changeover and be manned by Mike or another team member – 4-7pm
- Wednesday family swim – 5-9 with eliminator.

Kind regards,

From: Carla Roberts
Sent: 26 November 2019 18:53
To: Carla Roberts
Subject: RE: Housekeeping Efficiencies - Feedback

From: Sian Straczek
Sent: 26 November 2019 14:50
To: Carla Roberts
Cc: HR Staff
Subject: RE: Housekeeping Efficiencies - Feedback

Hi Carla,

Thanks for that, I agree about creating some champions the next time we do something like this (maybe we should get the ones on board who are usually negative!) And definitely agree about the team builds, they loved the Appreciation Week! Hopefully this will be reflected in the next pulse survey results.

Kind Regards,

Sian Straczek

Head of Accommodation Services

Bluestone National Park Resort

Tel: 01834 869900 ext. 596

Web: www.bluestonewales.com

From: Carla Roberts
Sent: 25 November 2019 17:47
To: Carla Roberts
Cc: HR Staff
Subject: Housekeeping Efficiencies - Feedback

Hi all,

As some time has now passed since the efficiencies in Housekeeping were made, I have done some research into the effectiveness of the implementation of the plan, whether it met objectives, further work needed and what we can improve on.

Effectiveness of Implementation

-
What worked:

- Planned well in advance
- Timeframes were adhered to
- Relationships were maintained
- Recruitment planning led to only 4 redundancies, with 32 people having consultations and either being chosen to stay in their current role or getting their first or second redeployment option
- Objectives met – payroll savings

What could be improved:

- Use a Gantt chart to have a more solid plan
- Create change champions
- Boost of team morale shortly after the change (e.g. the small parts of the appreciation week, such as cupcakes)

Next Steps:

- Supervisors to monitor attitudes, behaviours and engagement levels
- Effective recruitment (only recruit those with good attitude)
- Increase engagement – team morale, team builds, rewards for good work)

If anyone has any thoughts or further feedback please let me know.

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

[illegible]