

This edition explores how the external **Legal**, **Political** and **Technological** (PESTLE) factors affect Bluestone National Park

The PESTLE analysis tool enables organisations to examine the effects of six external factors (Political, Economic, Social, Technological, Legal and Environmental) on their business (Marmol and Feys, 2015). By analysing these factors, businesses can make informed decisions to influence their strategy and identify potential external threats and opportunities in their industry. Used in isolation, PESTLE analysis users risk oversimplification or information overload, leading to flawed decisions. Assumptions may prove unfounded, and the fast-paced changes make future predictions challenging (CIPD, 2023a). For assessing internal factors, organisations typically combine other tools, such as SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). Within the business world, the practice of categorising internal and external factors often serves as a common initial step in the strategic planning process (Helms and Nixon, 2010). To assess potential threats arising from competitive rivalry, influential buyers, formidable suppliers, possible new entrants, and alternative products, organisations may also wish to adopt Porter's Five Forces tool (Dobbs, 2014). The following illustrates how Legal, Technological, and Political factors impact Bluestone National Park Resorts.



LEGAL

Bluestone is subject to UK employment law factors that shape our HR strategy. Employment law oversees the interaction between employers and employees, defining the expectations employers have for their workers, outlining permissible requests employers can make of employees, and safeguarding the rights of employees in the workplace (CIPD, 2023b).

It is illegal to pay below the National Minimum Wage or National Living Wage, as well as to falsify pay records (ACAS, 2023). This law ensures our employees receive fair compensation for their services. If Bluestone neglect to pay the NMW we would not only violate our legal obligations to our employees but also contribute to suppressing the wages of individuals working within our local communities, leading to poor employee relations, disengaged employees and damage our employee brand (Gov UK, 2023). This could have a detrimental effect on attracting future applicants. Get to know the pay rates.

Working Time Regulations 1998 (WTR), govern employee working hours, breaks, and paid leave. Adhering to the WTR will promote positive well-being of our employees, prevent excessive working hours, and ensure adequate time for rest and recreation. Doing so will result in reduced absenteeism, improved productivity and H&S at Bluestone. (People Management, 2023a).

The Equality Act 2010 provides legal protection for employees against discrimination in the workplace (Gov UK, 2013). The laws prohibits unfair treatment based on characteristics such as age, gender, race, disability, and sexual orientation. Ensuring equal opportunities and fair treatment is not only a legal requirement but also contributes to creating a diverse and inclusive workforce. Establishing an equitable culture fosters a sense of belonging for our employees, which will develop into an improved retention, productivity, engagement and an optimum guest experience (Manuel and Karloff, 2020).



TECHNOLOGICAL

Technology continues to have a significant influence our HR strategy, including reshaping the way we learn and interact with our guests (CIPD, 2017). According to ACAS (2017) it will primarily enhance work productivity by automating tasks, saving employees time, easing physical demands, and providing valuable data to enabling the business to make better informed decisions. These are just some of the ways in which the external technology affect our business.

The adoption of digital platforms and online booking systems within the sector has revolutionised how guests plan and book their holidays, offering convenience and flexibility (Bearne, 2016). As a result, our HR strategies must prioritise digital literacy and proficiency among employees. Our training initiatives should be designed to ensure that our staff can adeptly navigate and leverage these online platforms to enhance the guest experience (Florkowski, 2019). Failing to to provide our employees with appropriate skills could lead to frustration, poor productivity, higher levels of absenteeism and ultimately a poor guest experience.

Bluestone requires 'big data analytics' to enable the business to gain insights into customer behaviour and make data-driven decisions to enhance overall efficiency and improve company performance (Sun, 2019). This impacts our HR strategy to ensure our recruitment practices seek candidates with technological expertise. Hiring employees well-versed in emerging technologies will ensure we remain at the forefront of innovation which is a positive experience for both staff and guests. According to Ahuja (2018) we should optimise this within our employer brand as it serves as a powerful business tool, aligning the company's values and HR policies with the corporate brand, this is key to attracting the best possible talent.

The growth of Artificial Intelligence (AI) will eventually influence our and transform our HR strategy by automating recruitment processes, enhancing employee engagement through personalised experiences, and improving learning and development with adaptive platforms (CIPD, 2023c). We should educate our teams to accompany AI in its implementation ensuring ethical considerations are at the forefront (People Management, 2023b). AI can bring cost efficiencies to core administration tasks allowing individuals to flourish in their roles through their own creativity and skills growth.



POLITICAL

The government have a significant influence on Bluestone through various policies, regulations, and decisions, these will also differ between the views of different political parties (Taylor and Perkins, 2021). Here are some ways in which political factors can impact Bluestone.

Shifts in immigration policies and workforce regulations can influence the accessibility labour within our industry. Notably, Brexit has significantly altered the UK's association with the European Union, limiting the movement of resource (CIPD, 2019). This is particularly evident in the case of low-skilled workers, a significant target resource group of Bluestone. Incorporating these changes into our HR strategy is imperative to navigate evolving visa requirements. Additionally, we must intensify efforts to attract and retain local talent, failure to do so could result in employees becoming over-worked resulting in increased absenteeism and higher rates of attrition.

Government funding within learning development can influence Bluestone's budgets and resource allocation. This has a direct correlation to our HR strategies to optimise the use of available resources, aligning training and development programs with government priorities, and leveraging any available financial support for employee initiatives. According to (Taylor, 2019) accessing and promoting government funded learning programmes such as apprenticeships is essential if we want to encourage employees to stay, failure to do so could result in higher employee attrition levels and poor productivity due to low employee morale.

Changes in taxation and trade policies can affect our bottom line and strategic HR planning. In April 2023, the primary corporate tax rate rose from 19% to 25% (Keep, 2023) having a profound impact on our available funds to spend on HR investments. Thus forcing the business to consider the key HR priorities and employ alternative solutions within a limited budget. Employee benefits can be non-cash provisions within the reward package to enable us to foster positive employee morale and engagement (CIPD, 2023d).

