

Lancaster London

Hospitality Assured Forum 2014

Aideen Whelehan

CREATING THE FUTURE
With The Treasures of our past

What will we talk about?

Lancaster London – Creating the Future from the Treasures of our Past.

Lancaster London & Hospitality Assured – A Partnership

What are our plans going forward? Now to 2017

Hospitality Assured – Awareness & Responsibility

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2014 – 2015: Boring Bits

November - 2015: Something visual!

August 2017: Our 50th Birthday!!= BIG GOALS



BIG GOALS - From 4 to 5 Star

Key performance area	Creating The Future Goal - 2017/2018 Goal
Finance	Increase propar by 95% from £84.49 to £161.85 - £30 million Rooms revenue by £220 ADR at 83% occupancy, £15 million Events Revenue, £4 million F&B Revenue and £1 million Other.
Lancaster People	To be in the top 20 of the top 100 best companies in our category
Lancaster Product	To achieve a 5* AA Hotel Rating and win Catey hotel of the year 2017-2018
Service - Guest Related Happiness	To be in the Top 100 on Trip Advisor
Centre of Excellence	To generate £10,000 revenue as a Centre of Excellence accredited by the Institute of Hospitality
Behaviours - We Always Care	To be the Best you can Be

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*...Possibly the best
Thai restaurant
outside Thailand...*



Lancaster London & Hospitality Assured

- The journey so far - 2012 to 2014
- How have we improved?
- How did we do it?
- What have we learned?

Success!!!

The overall scores for each of the 9 steps are as set out below:

	The Steps	Maximum Score	Your Score	Percentage Score
1	Customer Research	120	95	79.2%
2	The Customer Service Promise	120	95	79.2%
3	Business Planning	180	148	82.2%
4	Operational Planning & Standards of Performance	210	164	78.1%
5	Resources	120	92	76.7%
6	Training and Development	150	120	80.0%
7	Service Delivery	240	186	77.5%
8	Service Recovery	60	46	76.7%
9	Customer Satisfaction Improvement	120	90	75.0%
	Total Score/Percentage	1320	1036	78.5%

How to make it work

- Tell everyone
- Ask for everyone's buy-in
- Only change things that need changing
- Discuss it
- Measure the successes
- Reward when appropriate

Monthly WinPlan Meetings

Resources				
The three hotels in the group are increasing the amount of co-operation between them, especially with functional meetings. It is suggested that the group review the elements of work that could be shared between the three without compromising the fundamental independence of the hotels. Economies of scale, greater efficiency, improved service and easier absence cover could then possibly be obtained. SEB to bring to SEM	SEB needs to update us		SEB	
It is clear that within the diverse workforce of the hotel there will be many skills and interests that people are not using – often expressed as 'hidden talents'. It is suggested that an audit be carried out to identify the skills, hobbies and interests of all colleagues and then to seek ways in which these might be used to the benefit of the hotel	AW sent out a call out in Lancaster Buzz, Can be used to attract talent	Feb-13	AW	BK
Hand held devices for housekeeping, events and other departments to be used for research, reports and quick communication. 1. Further investigation needed and new suppliers to be sourced as products should have come down in price 2. Events need to be included as there is feedback to be had during events which could be captured on one of these devices.	MVDW confirmed meeting and quote from company for £26k. Plans to include in Capex in 2014/2015 budget.		TK/ MVDW/ GD/EA/CR	
Nico's to be renamed		Communication tea Dec 5th	AW/SEB	
Training & Development				
Agreed all Excom consider the most relevant back to the floor cross training with a valid outcome	Further investigation needed including Apprentices		All Excom	
HR to continue cross training initiatives and standardise any current training that happens.	GP work		All Excom	
HR revamping employee handbook at present.	On hold at present and new completion date is April 30th	Dec-13	AW	
AW and Eva to discuss including engagement survey scores in balance scorecard	Doable. Will include on next document		AW/EA	
Service Delivery				
All Excom to consider the value of attention to detail and making continuous improvement.	More like an on going rule than an objective		All Excom	
Edyta to share housekeeping's system of league tables encouraging quality performance. All supervisors should be making improvements.	MVDW invites all to view the board.		MVDW	
Revamping of NPS with new name and including everyone on feedback			TK	
Events to also consider way forward with measuring success - tbc	CR can you elaborate please?		CR	
It could be worth considering recognising those who show the greatest sustained levels of improved performance. This needs to be discussed in relation to annual awards and WAC stars. All HODs and Excom to consider this - tbc		Dec-13	AW/ SEB	EXCOM
			SEB/EC/TK/G D/MVDW	
Become a champion of disability hotel.	MVDW went on course. Are we continuing with this?			



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Human Resources

Increase ProfPar from £83.06 by 4% to £86.38 by October 2014

Create a Taskforce and deliver Hospitality Assured from 75.2% to 77% by October 2014

complete a gap analysis, compile an action plan and complete all actions monthly through the WIN plan from Top 100 companies survey result by October 2014

Research and create internal HR audit to reflect 5* AA Hotel Rating for our internal customers by Q2. Implement assessment of feedback through mystery shopper report and action any points by Q4.

Audit of Performance reviews to highlight areas of improvement by Q1. Create Company behaviour workshops by Q2 and deliver 2 sessions per month in Q3 and Q4 ensuring 12 attend per session.

Apprentice SOP creation. Support all HODs in implementing a meaningful and lasting apprenticeship programme leading to qualification in Front Office, F&B Service, Finance, HR, Events and Maintenance by Q2 to result in an 80% retention rate by Q4.

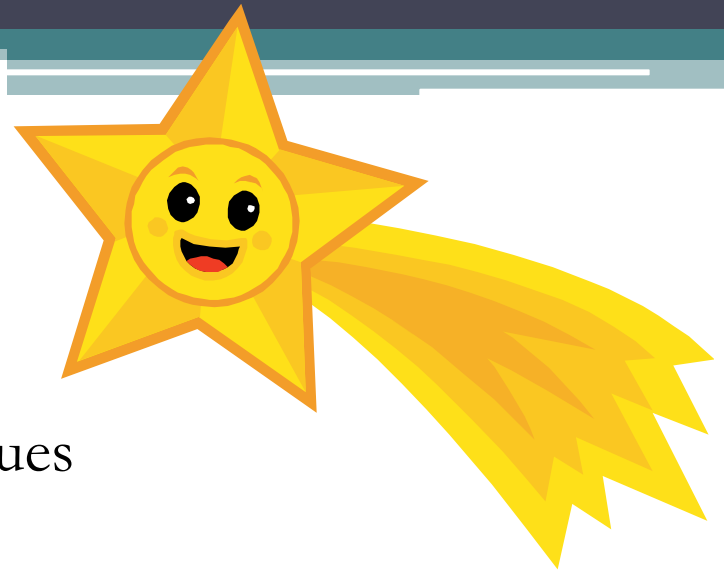
Create the Lancaster London IoH Hospitality Diploma by Q2, Deliver to internal group with support and guidance from Consultant and valid input from all identified hotel specialists.

To submit PDP, examples and evidence of relevant experience to support application to become a Chartered MCIPD member by Q2

- 2013/2014 Goals

Recognition Programme

WAC Stars



Demonstrates our 'We Always Care' Values

Areas of Reward:-

WOW Factor

Acknowledging colleagues

Colleagues' Ideas

Top 3 winners in each category recognised at Communication Tea

WAC Star of the Year



What is your talent?

Are you **multilingual**?

Do you like **video recording**?

Do you like **dancing**?

Do you have **merchandising skills**?

Do you know how to play **a musical instrument**?

Do you like **cooking or**

Do you like **singing**?

Do you like **web design**?

Do you like **photography**?

Do you feel that you have **great ideas**?

Across our sister properties we have a variety of events and projects throughout the year. Your creativity and time will be rewarded!

If you feel that you can contribute with your talent and want to earn some extra cash, please come and discuss the details with Danai in Human Resources department or email her on dsp@lancasterlondon.com

Lancaster London Award Party



Communication

Communication Breakfast & Tea

*Once a month (AM & PM)

Refreshments

Agenda

- Hotel Updates

- Finance

- Any other business

- New Starters

- Awards

- Monthly WAC stars



5 charities we are now supporting

Micky Star Nursery



Vital Regeneration

Creating opportunities, changing lives

ICC Committee



Thinking...



Have an idea?



Tell your ICC
representative



Happy days!



Create a solution



ICC meeting

How to make it work

- Tell everyone
- Ask for everyone's buy-in
- Only change things that need changing
- Discuss it
- Measure the successes
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Hospitality Assured 4/5 Star hotels

7 Hotels Surveyed

6 heard of Institute of Hospitality

3 never heard of Hospitality Assured

“It was a great accolade to work towards and something we were very proud of, however, it seemed that it wasn’t a very widely recognised accreditation and after two or three years I believe the management team decided that it didn’t provide return on investment and was dropped. It certainly didn’t have the profile that Investors in People has.”

“I believe it was a good catalyst for identifying ways to continuously improve the business when they first decided to go for the accreditation.”

“I quite like Hospitality Assured as it is business focused and highlights the links between innovation, service, finance, leadership, planning and people i.e. they’re all interdependent.”

What can we do?

What will we talk about?

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