

Build on the Change

The team have embraced the changes around the trolleys but the challenges remain with communication issues and involvement of management team members to continue to lead change from the front. The plan now is to develop the housekeeping manager to move forward and continue with a hands-on approach to the wider team.

Make it Stick

This is an ever moving target, changes will only stick and become the norm if we continue to improve with a structured CI strategy. The company is aware that this is still work in progress.

Business Benefits

- Room efficiency turnaround times have improved by 11%
- Reject Linen company average has reduced from 4.3% to 2.3%
- Gales remains at 5%

“The course covered a wide range of techniques and theories which can be used in all areas of the business to improve efficiency. The course was beneficial to myself.”

Simpsinns is the family owned hospitality group with award winning venues and destinations in Ayrshire owned by Malcolm and Karen Simpson. The business operates a number of properties across the region with the Waterside Hotel in West Kilbride opening in recent years quickly becoming one of Ayrshire's standout hotels and popular wedding and banqueting venue along the water's edge with panoramic views to Arran. Gables Golf and Leisure adjacent to the renowned Gables Hotel on Marine Drive in Irvine offers 40 bedrooms at the highly commended four-star hotel. Other Simpsinns venues include the vibrant Si! Café:Bar:Restaurant in Irvine, The Old Loans Inn, a cosy country pub, restaurant and hotel on the outskirts of Troon.



Business Improvement Academy Project

The Operations Director took part in the BIA programme with the objective of using the learning to develop a project around housekeeping processes. The housekeeping department at the Gables facility was showing overspend on room cleans by 25 hours per week. This equates to £10,400 per year. In addition, rejects of poor-quality linen during the same period of analysis was 4.3% resulting in poor team morale and increased turnover of team.

Project Analysis

As the project began an objective was set to reduce the over spend in house-keeping departments over a 3-month period by 60%. This would reduce the over-spend by £6,240. The rejects percentage of 4.3% was planned to be reduced down to 2.5% within the same timescale through better communication with the laundry company. There was also a target to maintain average scores on the in-house room audits at 90%.

Following the Kotter's change management model, the team encountered a change journey as follows:

Create Sense of Urgency

Highlight to operational teams the current efficiencies and level of rejects. Get people to understand the real costs to the business and see where they can impact in day to day activities. This is proving to be a long journey of work in progress.

Form a powerful coalition

Plan meetings with the housekeeping and operational staff to create an understanding of the challenges ahead. Again, a work in progress with ups and downs along the road.

Create a Vision for the Change

Involve the housekeeping staff in process mapping activity and collate data on turnaround times for the different room types.

Communicate the Vision

Discuss the opportunities with the housekeeping teams to gain understanding of the vision and what the benefits will be for them. For example, better quality linen, more time in the room and less journeys to and from the linen room.

The team planned in trials with the introduction of a central room on each floor to be used for storing commodities such as water, additional towels, toiletries, bins for glass, bins for general rubbish. Introduce new trolleys for dirty linen and develop best practices in processes such as bed making, filling toiletries and dealing with crockery.

Empowering Action

The project team had to plan how to remove obstacles obstructing change where it was noted that staff were not engaging on the agreed trials. The housekeeping senior members of staff needed support to deploy robust disciplines to deal with the team members who were working against the changes. This meant that the Operations Manager had to engage with the team in a very practical hand on manner on various shifts. The project began to highlight where changes to the "way we work" could be made especially on busy days with lots of leisure guests in the facility.

Create Quick Wins

Benefits were beginning to be seen with the use of trolleys laundry and individual housekeeping teams. The accuracy of laundry counts was improving and rejects were reducing.