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**A2 GCE LEISURE STUDIES**

**G184/01/CS** Human Resources in the Leisure Industry

**PRE-RELEASE CASE STUDY**

**JUNE 2017**



## **INSTRUCTIONS TO TEACHERS**

- This Case Study **must** be opened and given to candidates on receipt.

## **INFORMATION FOR CANDIDATES**

- You **must** make yourself familiar with the Case Study before you sit the examination.
- You **must not** take notes into the examination.
- A clean copy of the Case Study will be given to you with the Question Paper.
- This document consists of **4** pages. Any blank pages are indicated.

## SNAP GATE FISHING COMPLEX

Founded in 2005 by Massima and John Whitfield, Snap Gate Fishing is a well-established coarse fishing lake complex located in the rural area of Upper Westermere. Snap Gate Fishing has frequently been voted one of the top 10 fishing destinations in the United Kingdom, but in recent years has failed to achieve this recognition. Initially established as a fishing lake, other areas of the complex have developed over the years and now consist of the following facilities: 5

- five separate lakes, heavily stocked with a large variety of coarse fish
- three self-catering holiday cottages, converted from old farm buildings
- a three acre campsite, with electric hook ups, grass pitches and hard standing toilets and showers
- lakeside car parking 10
- the Cow Shed café, offering home cooked food daily from 7.30 am – 3.00 pm

The peak season for the campsite runs from early Easter until October. Whilst many visitors come to fish, a large proportion use it as a base from which to visit the local area. The Cow Shed café operates seasonally. It opens every day throughout the year, except between the months of October and March, when it only opens at the weekend. 15

The day-to-day management of Snap Gate Fishing falls to Massima and John, who both have well defined areas of responsibility (see Fig. 1). John looks after the fishing lakes, campsite and car parks, whilst Massima has responsibility for the cottages, the café and the toilets and shower facilities.

Each area of the complex has designated staff. John and Massima are directly responsible for the staff in their own areas, however responsibility for the maintenance staff is shared by both managers. This can cause problems for the management of the complex as often the maintenance staff receive conflicting instructions from John and Massima. John and Massima argue about this openly in front of the staff, but do not always come to a conclusion, leaving the staff confused about whose instructions to follow. This is significantly affecting the morale of the maintenance staff. 20  
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The staff at Snap Gate Fishing are made up of permanent full-time, permanent part-time and seasonal staff. The seasonality in the business means that Massima and John have to hire additional staff on short term contracts to cover the fluctuation in customer numbers over the summer period. 30

When recruiting seasonal staff, John and Massima rely on word of mouth. Being located in a rural area, most of their staff come from the nearby villages. The seasonal staff are usually people who are recommended, often friends of friends, who simply pop in for a chat prior to being offered a seasonal position. Seasonal staff usually only receive a verbal contract when appointed. On more than one occasion, however, this informal process has caused problems for Snap Gate Fishing. Massima dismissed a waitress on the spot last year, after finding her taking money from the till. 35

Staff training is not a priority for Massima and John, with new staff expected to work shadow another person in the team, asking them for clarification on anything they are unsure of, as a means of learning how to do the job. This approach has, on occasion, had a negative impact on the customer experience, with service levels found to be lacking, resulting in customer complaints. John does not see this as a major issue as they still in his view: 40

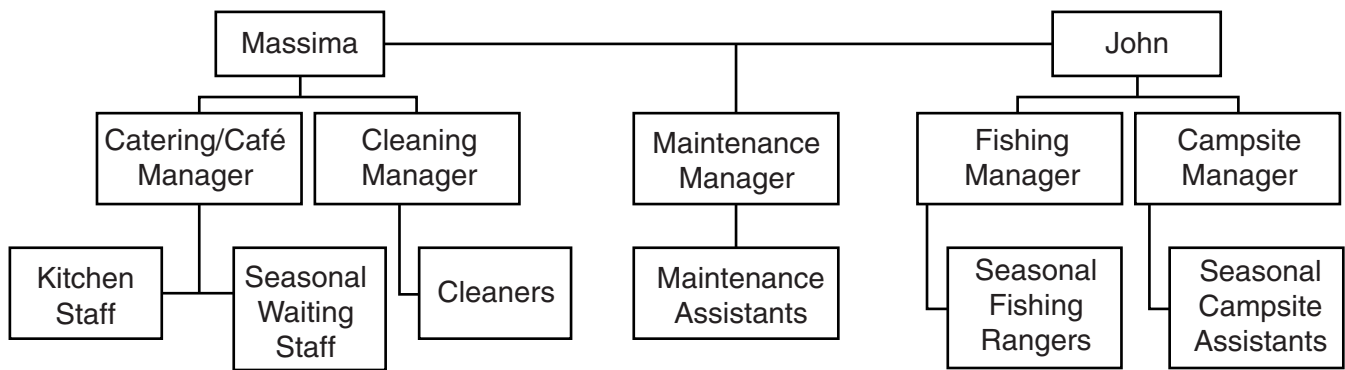
*“...get enough customers, without worrying about all that, we don't have the time or money to waste on all that stuff.”*

Massima, however, disagrees. Massima has more face-to-face contact with customers as she has responsibility for the cottages and the café. The café is the part of the complex with the biggest customer turnover day-to-day, attracting customers from the fishing lake and also those visiting the area. The café is the area that is experiencing the largest number of customer complaints and Massima sees staff training and development as a means to address these issues and move the business forward.

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### Key areas of responsibility at Snap Gate Fishing Complex



**Fig. 1**



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