

ANTICIPATING and MANAGING RESTRUCTURING: 27 NATIONAL SEMINARS (ARENAS)

VC/0667/08

REPORT OF THE NATIONAL SEMINAR ON RESTRUCTURING FOR THE UNITED KINGDOM

Holiday Inn Forum Hotel, London - 8 & 9 September 2009

1. Introduction

This report covers the discussions that took place at the **UK National Seminar on Restructuring**, which was held in **London** on **8th-9th September 2009**. The report should be read together with the UK National Background Paper on Restructuring, which was prepared by Mr. Nick Clark and Professor Stephen Jefferys of the Working Lives Research Institute of London Metropolitan University.

2. Background

To support knowledge sharing on **restructuring** in the European Union (EU), the European Commission (EC) launched in 2008 an initiative for disseminating the lessons learned about the measures being taken in EU member states for **anticipating** and **managing restructuring** at the national, regional, and local levels, and across different economic sectors.

Knowledge sharing takes place through the preparation of a national background paper (NBP) on restructuring, including four case studies, for each EU country by an independent national expert. The draft NBP is discussed at a national tripartite seminar in each of the 27 EU member states. Particular effort is made to identify any measures or practices that have proven to be effective in terms of mitigating the potentially harmful effects of restructuring on employment, especially if these might be transferable to other countries or contexts. Based on the conclusions of these discussions, the NBP is subsequently finalised by the national expert and published on a website (www.itcilo.org/ARENAS).

Each NBP will provide inputs to an EU-wide synthesis report, which is due to be produced by September 2010 for the purposes of drawing together the important lessons learned about anticipating and managing restructuring in Europe.

The International Training Centre of the ILO (ITCILO), which is based in Turin, Italy, has been awarded the service contract for implementing this initiative for DG Employment, Social Affairs and Equal Opportunities of the European Commission.

3. Participants

Participation at the UK National Seminar on Restructuring was by invitation. The ITCILO, after consulting with the European Commission and the national experts, invited representatives from the UK government, the Confederation of British Industry (CBI) and the Trade Union Congress (TUC), as well as academic researchers on restructuring practices in the UK. The selection of the invited participants took into consideration the need for ensuring a high level of representation including knowledgeable and appropriate representatives from

government, plus employers and workers organizations at the national and regional levels. The Dublin Foundation was invited to send an observer and officials of the DG Employment, Social Affairs and Equal Opportunities of the European Commission also participated.

10 UK participants attended the seminar coming from the following organizations and institutions:

- UK Government (4);
Department for Business, Innovation & Skills (2)
Department for Work and Pensions - European Social Fund Division (2)
- UK Trade Unions (national and regional level) (1)
- UK Employers' Organizations (4)
- UK Research Institutes (1)

In addition, there were representatives from DG Employment, Social Affairs and Equal Opportunities (3) and the Dublin Foundation (1).

The low representation from trade unions can be explained by the fact that the UK's Trade Union Congress was taking place during the same period.

A participants list is annexed to this report.

The UK seminar was chaired by Mr Peter Tomlinson of the ITCILO and facilitated by Ms Lenni George, a highly experienced trainer and expert on human resources development and management. Logistics were handled by Ms Laura Costamagna of the ITCILO.

4. Activities carried out during the national seminar

The UK National Seminar followed the agreed structure and the participative methodology that had been developed by the ITCILO in close consultation with the European Commission. There is a standard model agenda for all the national seminars on restructuring. The agenda of the UK seminar is annexed to this report.

The introductory part of the seminar was focused on:

1. the presentation of the EU main policies and programmes on restructuring, and
2. an introduction to the overall aims of the project and the objectives of the National Seminar.

After the opening session, the key findings from the NBP were presented by the National Expert; Mr. Nick Clark. The key elements of the NBP presentation were the following:

- ♣ Main characteristics and trends in the economy and employment in the UK.;
- ♣ Trends in the labour market (vacancies and redundancies) and company liquidations plus mergers and acquisitions;
- ♣ Features of the existing Restructuring framework in the UK.
- ♣ Summary of the main issues concerning restructuring in the UK (training and education, flexible labour market, migration, etc..)
- ♣ Different aspects of the anticipation process and response strategies to the current economic downturn.

All the presentations delivered by the representatives from the EC , National Expert and testimonials from companies can be downloaded from the ARENAS project website from the [UK Country Section](#).

4.1 Round table session (First day)

Round Table Session Day 1: *To what extent are existing measures and tools sufficient and useful to anticipate restructuring in the current economic crisis?*

The first panel session included Dr Sian Moore of the Working Lives Research Institute (moderator), Mr Bill Wells of the Department of Business, Innovation and Skills, Mr Mark Dunkeley of the Department of Works and Pensions, Mr Benjamin Digby of the Confederation of British Industry, and Mr Bill Taylor of the Communications Workers Union

The panel discussion was organized around five key questions proposed by the moderator, who invited panel members to make short interventions followed by a general discussion and debate involving all the participants.

1. How do you assess the existing measures and tools for training, and re-training workers? Which ones are most effective and which ones are least effective?

2. Are there initiatives for preventing and addressing redundancies through counselling, career advice, plus advance warning systems and surveys on skill gaps? How do you assess this set of tools? Which tools are most effective and which ones are least effective for anticipating restructuring?

3. Are UK practices in the field of Industrial Relations of any help for anticipating restructuring? Can participatory approaches involving social dialogue be useful for anticipating restructuring in the UK?

4. Are innovation programmes and efforts to stimulate research & development: effective instruments for anticipating restructuring?

5. What are the main obstacles to anticipating restructuring in the UK?

To facilitate the panel discussions and to ensure full participation by all those present the panel speakers' presentations were preceded by a small groups exercise with the following objective:

In your group identify the range of tools and measures developed to anticipate and support organisations restructuring in the current economic crisis. List the tools and measures, and then share your opinions as to the sufficiency, usefulness and transferability of the tools and measures.

During the ensuing debate the following Facts, Opinions, Strengths and Weaknesses were raised:

Role of government in designing measures to anticipate restructuring is focused on:

- promoting flexi-security in the labour market;
- providing advice and guidance to job-seekers and ensuring that employment services are non-discriminatory;
- helping disadvantaged women and men find work.

Existing government mechanisms (measures and tools) to anticipate restructuring are as follows:

- *Job Centre Plus Rapid Response Teams* in 50 districts in England to provide employment services (job centres) and other services to workers of companies that announce 20 or more redundancies in the same location.
- Basic skills training for targeted groups of unemployed men and women who fall into the category of “hardest to help”.
- “Train to gain” workplace training schemes to improve skills in the workforce.
- European Social Fund (ESF) projects aimed at addressing regional competitiveness through targeting disadvantaged groups and addressing basic skills deficits.
- Regional development agencies engage in economic forecasting for their regions and designing responses to them.
- Wales and Scotland have designed more interventionist programmes to protect jobs in consultation with the social partners.

Trade Unions role in anticipating restructuring in the UK focuses on the following priorities

- Seeking access to skills training and life-long learning opportunities for workers in order to strengthen their employability;
- Protecting jobs;
- Avoiding compulsory redundancies when restructuring is necessary;
- Negotiating with employers about issues such as new forms of working and outsourcing policies.

Employers Organizations in the UK indicated the following issues in relation to anticipating restructuring in the context of the economic crisis:

- Employers are seeking changes in working patterns (flexibility on times that work takes place);
- Employers are seeking functional flexibility within the workforce and are concerned that many workers do not have the skills necessary for functional flexibility;
- Better matching of skills sets with job profiles that employers are searching for is needed;
- Employers are seeking to promote education and training for employability that embraces both “soft” and “hard” skills;
- In the context of the economic crisis, the CBI is advocating government measures to improve access to credit for small enterprises, to address youth and graduate unemployment, and has made proposals on how employers might be assisted to retain skilled workers.

Round table no. 1	<u>Strengths points</u>		<u>Weak points</u>
a)	Focus on employability and life-long learning	a)	Policy mitigates against having measures to anticipate restructuring
b)	Job Centre Plus Rapid Response Team	b)	The depth of the recession in the UK and the resulting rise in unemployment.

4.2 GROUP WORK Session. (First day)

The objective of the Group work session was to obtain information on the selected measures and tools described briefly in the National Background Paper, in order to reach a common understanding and consensus on their efficient and positive effects for anticipating or managing restructuring and mitigating its social impact.

For reaching this objective, selected **case studies** were briefly introduced by the national expert, Mr Nick Clark, as examples of measures and tools for anticipating restructuring.

For the UK National Seminar, the case studies on anticipating restructuring were the Paper Making Partnership Learning and Skills Agreement between St Regis Kemsley (a long established paper-making company) and the UNITE trade union; the Job Centre Plus Rapid Response Teams (for cases where large numbers of jobs are threatened by an enterprise restructuring), the ProAct (“Funding to up skill during the downturn”) of the Welsh Assembly Government, and the use of the European Social Fund (ESF) for funding skills training programmes. Details of the case studies are given in the National Background Paper and in the seminar documents on the ARENAS website (www.itcilo.org/ARENAS).

The participants were divided into small groups and invited to analyse and debate the measures for anticipating restructuring outlined in the case studies.. Materials and information concerning the case studies (such as fact sheets, and copies of the agreement) were distributed to the groups

Results of the Working Groups on the two Anticipating Restructuring Case Studies

St Regis, Kelmsley, Kent (Paper Mill)

What were the success factors in the skills training programmes for the workers facing redundancy?

- Commitment and the personalities involved
- Openness
- Access to information
- Luck (new nearby distribution centre was hiring new staff)
- Partnership between government, trade unions and firm’s management
- Agreement reached before redundancies.

What are the lessons learned?

- Adaptability
- Talking (dialogue)
- Upskilling

Adapted or adopted?

- Early life long learning strategies,
- Local knowledge
- Focus on individuals.

ProAct Wales

What were the success factors?

- Collaboration between the Welsh Assembly, government, Welsh Trade Union Congress and CBI Wales. (7 point plan)
- Retention of skilled staff and up-skilling
- Enhanced skills for labour force
- Prevention of redundancies
- Avoiding retraining and recruitment costs
- Individuals more employable and the programme bought them time.
- Political advantage of doing something tangible for Wales.

What are the lessons learned?

- Time needed to evaluate
- Fast action needs to be taken.
- Setting the right criteria
- Simple and accessible processing of forms, etc..
- Accreditation of training is important for transferability.
- Part of a bigger package of measures.
- Finite and targeted measure.

Adapted or adopted?

- Collaboration and ownership
- Accreditation of skills
- Can be tailored to circumstances
- Active government engagement
- Sources of funding can be identified
- Pro-active communication

Job Centre Plus Rapid Response Teams (in cases where large scale redundancies will have significant impact on the local labour market)

What are the success factors?

- Local approach
- Tailored to individual workers and employers
- Flexible and free for employers
- On-site delivery
- Mitigates effects on redundancy
- Can be linked to training

What are the lessons learned?

- Employers must be open to accepting help
- Need to communicate the availability of this service
- Budgetary issues (constraints)

Use of ESF for funding skills training programmes

What are the success factors?

- ESF adds value through pilot and demonstration projects
- Focus on basic skills training
- Targets disadvantaged groups
- ESF complements domestic programmes

What are the lessons learned?

- Need to integrate ESF projects with national and local programmes
- ESF is quite bureaucratic (e.g. auditing and quality assurance requirements)
- Use of ESF funds is most effective when tailor-made to meet specific needs, for example, as happened in the MG Rover plant closure in 2005.
- ESF projects have limited duration, usually 2 to 3 years, and the sustainability of programmes established with ESF funding is a challenge.
- ESF funding is frequently used by the voluntary sector.
- ESF projects require co-funding arrangements.

The results of this session are summarized in the following table:

Case study	Success factors	Lessons learned
St Regis Kemsley	<ul style="list-style-type: none"> • Commitment and the personalities involved • Openness • Access to information • Luck (new nearby distribution centre was hiring new staff) • Partnership between government, trade unions and firm's management <p>Agreement reached before redundancies.</p>	<ul style="list-style-type: none"> • Adaptability • Talking (dialogue) • Upskilling
ProAct Wales	<ul style="list-style-type: none"> • Collaboration between the Welsh Assembly, government, Welsh Trade Union Congress and CBI Wales. (7 point plan) • Retention of skilled staff and up-skilling • Enhanced skills for labour force • Prevention of redundancies • Avoiding retraining and recruitment costs • Individuals more employable and the programme bought them time. <p>Political advantage of doing something tangible for Wales.</p>	<ul style="list-style-type: none"> • Time needed to evaluate • Fast action needs to be taken. • Setting the right criteria • Simple and accessible processing of forms, etc.. • Accreditation of training is important for transferability. • Part of a bigger package of measures. • Finite and targeted measure.
Job Centre Plus Rapid Response Teams	<ul style="list-style-type: none"> • Local approach • Tailored to individual workers and employers • Flexible and free for employers • On-site delivery • Mitigates effects on redundancy • Can be linked to training 	<ul style="list-style-type: none"> • Employers must be open to accepting help • Need to communicate the availability of this service • Budgetary issues (constraints)
ESF Skills Training Programmes	<ul style="list-style-type: none"> • ESF adds value through pilot and demonstration projects • Focus on basic skills training • Targets disadvantaged groups • ESF complements domestic programmes 	<ul style="list-style-type: none"> • Need to integrate ESF projects with national and local programmes • ESF is quite bureaucratic. • Use of ESF funds is most effective when tailor-made to meet specific needs, for example, as happened in the MG Rover plant closure in 2005. • ESF projects have limited duration, usually 2 to 3 years, and the sustainability of programmes established with ESF funding is a challenge. • ESF funding is frequently used by the voluntary sector. • ESF projects require co-funding arrangements.

4.3 Second day the Round Table session

The second day Round Table Session discussed the following issue :*Managing restructuring the UK: lessons learnt from past experiences and future perspectives?*

The panel for the second round table was composed of Ms Andrea Broughton (moderator) of the Institute of Employment Studies of the University of Sussex, Mr Bill Wells of the Department of Business Innovation and Skills, Ms Heather Rawcliffe of Job Centre Plus (Department of Works and Pensions), Ms Linda Gregory of Accenture (representing employers) and Mr Bill Taylor of the Communications Workers Union

The panel discussion was organized in a first debate around four key questions proposed by the moderator and subsequently followed by the active participation of all the participants on the effectiveness of the existing measures in UK for anticipating restructuring.

1. Government response to the recession: how do you assess the impact on restructuring in the short term of the set of measures approved by government to address the economic and financial crisis?
2. Redundancy payments: how do you assess their long term effectiveness? Which kind of innovation could be introduced?
3. Regional Development Agencies (RDAs): how do you assess the RDA involvement in managing restructuring during the current economic and financial crisis?
4. The development of the Union Learning Fund (ULF): what are its strengths and weaknesses? To what extent can it be assessed as an effective example of good cooperation between trade unions and employers?

The main results of this first debate are summarized as follows:

Managing restructuring in the UK: lessons learnt from past experiences and future perspectives – results of group discussion and panel session

- UK has a diverse system for managing restructuring with no single approach predominating.
- Redundancies are commonplace during restructuring.
- However, employers are willing to consider alternatives to redundancies (which are usually costly)
- Natural wastage, possibly combined with a recruitment freeze, still accounts for most job losses.
- Retraining and re-skilling are used to facilitate redeployment.
- Job retention agreements reached between unions and employers, usually include concessions by workers to agree to more flexible working arrangements in return for job security.
- Corporate social responsibility, in the context of restructuring means that employers are committed to, not only fulfilling their legal obligation to consult workers representatives , but also to follow the spirit of the legislation in terms of searching for ways to mitigate the adverse effects of restructuring.

Typical measures used during restructuring:

- Voluntary redundancies (Pro: gains positive employee engagement Anti: expensive)
- Geographical mobility (Pro: saves jobs Anti: Legal issues and compensation claims)
- Agency workers (Pro: Create or save jobs Anti: lack of employment rights and potential legal complications if dismissals take place)
- Redeployment (Pro: saves costs and redundancies Anti: Mismatch of skills and re-training costs)

Other possible measures during restructuring:

- Compulsory redundancies
- Internal job search
- External job search
- Help to employees to set up their own enterprises
- Early retirement (though government policy is to extend working lives)
- Re-training
- Part-time working
- Flexible leave, sabbaticals, term-time working etc.....
- Psychological help to workers facing redundancy
- Severance packages
- Pay cuts
- Company Insolvency and related provisions.

Specific Programmes to assist management of restructuring in the UK:

Tools	Advantage	Disadvantage
Train 2 Gain	Upskilling	Low profile
Business Links	Helps local SMEs	Lack of funding
Rapid Response Service of Job Centre Plus	Speed of response to downsizing & closures	Cannot help everyone due to limited resources
Consultation	Suggestions for change and reaching agreements requires for trust	Slows things down. May not achieve objectives. Needs worker representation mechanisms.
ACAS guidelines	External best practice	Not legally binding
State Benefits e.g. working tax credits	Amount available	People not aware of what is available

4.4 GROUP WORK (second day)

During the second day three case studies (2 company practices and one horizontal measure) were analysed.

The case studies concerned **British Telecom's** health and safety initiatives within the context of continual organizational restructuring, and **Barclays Bank's** project pathfinder to discuss with the Unite union what provisions could be put in place for staff affected by restructuring and likely to leave the bank, or to be redeployed.

The case studies are described in detail in the final section of the National Background Paper.

The results of the Group work session to analyse the case studies are given on the following page:

British Telecom Case Study

What are the success factors?

- Avoidance of compulsory redundancies
- Retention of skilled and experienced staff
- Skills forecasting helps adapt to change
- Improved mental health has a positive impact on performance
- Training and re-skilling have been successful in moving people into new roles

Lessons learned

- Managing public perceptions of measures taken to mitigate the negative effects of restructuring.
- Need for flexibility on part of employees, the trade union and the employer.
- Clear criteria for redeployment that determines what is suitable for staff movements
- Support is necessary for redeployed employees to make redeployment effective.

What can be adapted or adopted by others?

- Redeployment initiatives such as secondments, sabbaticals and school term-time working.
- Anticipating skills requirements;
- Transitions centres to facilitate redeployment (e.g. support centres for redeployees to retrain and find new roles within the company).

Barclays Bank Case Study

What are the success factors?

- Too early to tell in the context of the recession but yes on offshoring.
- Large scale redeployment of staff.
- Significant training budget has enabled reskilling.
- No perceived to be at risk from takeover.
- Share price has held firm.

Lessons learned

- One size does not fit all (e.g. retail versus investment banking)
- IT skills out-dated for long-serving employees.
- Need sufficient time to deliver training.
- Think global.
- In-house training is more economical than external provision.
- Collaboration with colleagues is beneficial.
- Public image is important for a large organization.
- Continuous threat of redundancy leads to a climate of uncertainty.
- Previous good social dialogues experience increases trust.

What can be adapted or adopted by others?

- Training for re-skilling of banking staff
- Good social dialogues increases trust

5. Conclusions of the seminar

The two-day seminar highlighted a number of observations and conclusions concerning the effective of measures for anticipating and managing restructuring in the United Kingdom.

The following conclusions are extracted from the revised and final version of the UK National Background Paper and are authored by Mr Nick Clark of the Working Lives Institute of London Metropolitan University.

Anticipation of Restructuring

Although a number of initiatives have been developed by the UK government to respond to the particular challenges of the 2008-09 recession the main thrust of its policy regarding the labour market has remained one of increasing the participation rate, and reducing the extent to which individuals might become detached from the labour market. At the same time, increasing the educational level of the population by an expansion of higher education has also been pursued.

The number of students of working age has risen, from 1.4 million in 1997, to 2.1 million in 2009. The increase in employment rates over recent years has been reversed by the recession, and unemployment – including the important measure of longer-term unemployment – has been rising for 14 months. Nevertheless, the growth in UK unemployment is in line with the average increase across the OECD, and three quarters of those claiming Jobseekers allowance get jobs within 6 months.

The UK government has not, for the most part, put major resources directly into supporting employment, considering that this might benefit selected employers over others. However, efforts to increase demand in the economy may be seen to have particular benefits for the finance, motor vehicle and construction industries. €3bn per year of European Social Fund money is spent in UK. It has mostly gone into matched funded projects with Jobcentre Plus and the Learning and Skills Councils. Train to Gain and New Deal, for example have benefited from £158 m aimed at early interventions for those at risk of unemployment.

While at the UK level predictive measures have focussed on macro forecasting on skills, and social partnership has been notable by its absence, within the devolved governments (now characterised by coalition governments), have engaged with more inclusive bodies and interventionist policies notably in Wales. It is, however, too early to determine whether these approaches are effective. ProAct is clearly designed around identified needs, and able to improve skills levels. It is also of political importance for authorities to be seen to act. Whether employment is retained after the time limited funding runs out is yet to be seen.

The general absence of systematic means of anticipation or any bodies for implementing structural reform can lead to some responses (both political and corporate) being driven by media-led analysis (such as the widespread reports of pay reductions, for example).

Outside of the devolved national governments, regional interventions have tended to be supplementary to national policies, but are on occasion responsive to major shocks (such as the closure of a major manufacturing facility), and able to mobilise national resources in a timely manner.

Management of Restructuring

Locally, it is the enterprise level where interventions seem to be most effective – in particular where they are able to develop already existing agreements or structures to respond to new circumstances. Examples of this can be seen in the case studies dealing with BT, St Regis and Barclays. Generally, employers have attempted to respond to the most recent recession by the use of reduced overtime, shift changes, short time working and other changes to working patterns. Redundancy has not been the default option, as key skills may be needed, but not readily available in any economic upturn.

The emphasis in all the case studies on improving skills is notable, and generally regarded positively. It is not clear however, if higher and more transferable skills and qualifications can be delivered through the government's available programmes.

The ability of enterprises to access the Rapid Response Service when contemplating redundancies is clearly a benefit. Anecdotal evidence suggests that this may help in assisting workers to adapt. It is not clear whether they are more able to move into new jobs as a consequence, but the limited budget available (even after recent increases) is likely to limit the scheme. However, the application of local knowledge to restructuring situations is clearly valuable, and at its best when statutory authorities are responsive to needs identified through social dialogue.

Evaluation results for the seminar

The average evaluation score for participants' satisfaction with the seminar are shown in the table below. The scale is from 1 to 5 with 5 being excellent and 1 being poor.

Questions	Score	
	aver.	% 4 & 5
Are you clear about the objectives of the seminar?	3.69	69%
To what extent were the seminar's objectives achieved?	3.46	46%
Given the seminar objectives, how appropriate were the covered contents?	3.85	77%
Were the knowledge sharing methods used generally appropriate?	4.15	92%
Did the group of participants in this seminar contribute to improve your knowledge?	4.08	77%
Were the materials/media used during the seminar appropriate?	4.38	92%
Would you say that the seminar was well organized?	4.00	85%
Would you call the Secretariat efficient?	4.31	92%
Are you satisfied with the quality of the seminar?	3.69	54%
How likely is it that you will benefit from your participation in this seminar?	3.69	69%
How likely is it that your institution will benefit from your participation in this seminar?	3.62	54%
Average	3.97	69%

The total average score is marginally below 4, which is quite satisfactory.

A strong score of 4.15 was awarded by the participants for the participative knowledge-sharing methods used to facilitate the seminar.



National Seminars on Restructuring (contract service VC/ 2008/0667)

BRITISH SEMINAR

London, 8 – 9 September 2009

GOVERNMENT

Full Name:	Mr Bill Wells	1
Institution:	Department for Business, Innovation & Skills	
Position:	Deputy Director Employment Relations	
Full Name:	Ms Jan Wright	2
Institution:	Department for Business, Innovation & Skills	
Position:	Employment Relations Directorate	
Full Name:	Ms Heather Rawcliffe	3
Institution:	Jobcentre Plus	
Position:	International Relations Team Customers and Stakeholders Division	
Full Name:	Mr Mark Dunkley	4
Institution:	Department for Work and Pensions - European Social Fund Division	
Position:	Head of Finance	

TRADE UNIONS

Full Name:	Mr Bill Taylor	5
Institution:	Communications Worker Union	
Position:	Official	

EMPLOYERS' ASSOCIATIONS

Full Name:	Mr Benjamin Digby	6
Institution:	CBI Confederation of British Industry	
Position:	Policy Adviser, Employment	
Full Name:	Ms Linda Gregory	7
Institution:	Accenture – Representing the CBI	
Position:	Industrial Relations Manager	
Full Name:	Mr Simon Laphorne	8
Institution:	Clarkslegal LLP, representing the CBI	
Position:		

Full Name:	Ms Anita Mishra	9
Institution:	Clarkslegal LLP, representing the CBI	
Position:		

RESEARCH INSTITUTE

Full Name	Mr Kenneth Walsh	10
Institution:	Training & Employment Research Network (TERN)	
Position:	Director	

NATIONAL EXPERTS

Full Name :	Prof. Stephen Jefferys	11
Institution :	Working Lives Research Institute, London Metropolitan University	

Full Name	Mr Nick Clark	12
Institution:	Working Lives Research Institute, London Metropolitan University	

FACILITATOR

Full Name:	Ms Lenni George	13
Institution:	Consultant	

MODERATORS

Full Name:	Dr Sian Moore	14
Institution:	Working Lives Research Institute, London Metropolitan University	

Full Name:	Ms Andrea Broughton	15
Institution:	Institute for Employment Studies, University of Sussex	

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Full Name: **Mr Peter Tomlinson** 20
Institution: International Training Centre of the ILO

Full Name: **Ms Laura Costamagna** 21
Institution: International Training Centre of the ILO

UK National seminar on Restructuring

8th- 9th September 2009

Agenda

Day 1: Measures and tools to anticipate restructuring

- 09h00 Registration
- 09h10 Introduction of participants (Facilitated by Ms Lenni George)
- 09h20 Opening address
- Overview of EU policies and tools to anticipate and manage restructuring**
Ms Patricia Pedelabat, DG–Employment, Social Affairs and Equal Opportunities
- 09h40 Introduction to the objectives of the seminar
Mr Peter Tomlinson, ITCILO
- 09h50 Presentation of the major finding issues coming from the national background paper and selected questions for the debate

Mr Nick Clark, National Expert, Working Lives Research Institute, London Metropolitan University
- 10h20 Coffee break
- 10h35 Round table session **To what extent are existing measures and tools sufficient and useful to anticipate restructuring in the current economic crisis?**
Specific Employers', Employees and (central and local) Government views.
Moderator: Dr Sian Moore, Working Lives Research Institute, London Metropolitan University
- 12h45 Sum up round table conclusions
- 13h00 Lunch
- 14h00 **Case study 1** on "anticipation measures for restructuring":
the case of St Regis, Kelmsley
Facilitator: Ms Lenni George
- Group work and plenary debate *on the effectiveness, utility and transferability.*
- 15h45 **Case study 2** on "anticipation measures for restructuring":
the case of ProAct, Wales
Facilitator: Ms Lenni George
- Group work and plenary debate *on the effectiveness, utility and transferability.*
- 17h15 Conclusions and feedback on day 1 of the seminar

UK National seminar on Restructuring

Day 2: Management of restructuring

- 09h15 Overview on exiting measures and tools at national/regional/local level
Mr Nick Clark, National Expert, Working Lives Research Institute, London
Metropolitan University
- 10h00 Round table session Managing Restructuring in the UK: Lesson learnt from
past experience and future perspectives.
Specific Employers', Employees and (local and central) Government
experiences on three selected issues.
Moderator: Ms Andrea Broughton
- 12h15 Sum up of the round table conclusions (Ms Andrea Broughton)
- 12h30 Lunch
- 13h45 **Case study 1** on "Management of restructuring":
the case of British Telecom
Facilitator: Ms Lenni George
- Group work and plenary debate on the effectiveness, utility and transferability.
- 15h45 **Case study 2** on "Management of restructuring":
the case of Barclays
Facilitator: Ms Lenni George
- Group work and plenary debate on the effectiveness, utility and transferability.
- 16h00 Chair's summing up of the whole seminar and conclusions
- 16h15 Closing of seminar

This event is supported by funding from the European Union, Employment, Social Affairs and Equal Opportunities DG (DG EMPL/F/3).