

## Case studies overview

The case studies were based on information gathered from academic papers, research briefings, governmental reports, public health reports, media reports information and reflections from those interviewed and internal reports commissioned by universities.

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## 1.2. - List of Acronyms

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AA	Anglesey Aluminium
ABMU	Abertawe Bro Morgannwg University Health Board (Wales)
Arch	Northumberland Development Company (UK)
AWM	Advantage West Midlands (UK)
BIS	Department for Business, Innovation and Skills (UK)
BP	British Petroleum
CAB	Citizens Advice Bureau (UK)
CEO	Chief Executive
CPCS	Construction Plant Competence Scheme training
CV	Curriculum Vitae
DBM	Drake Beam Morin (outplacement suppliers)
DSP	Department of Social Protection (Ireland)
DTI	Department of Trade and Industry (UK)
EGF	European Globalisation Adjustment Fund (EU)
EGFCU	EGF Coordination Unit
EGFMA	EGF Managing Authority
ELWa	Education and Learning Wales
ESF	European Structural Fund (EU)
EU	European Union
GBP	Great British Pound
GM	General Motors
GOWN	Government Office for the West Midlands (UK)
GP	General Practitioner
HR	Human Resources
IF Metall	Metal workers confederation
IFA	Independent Financial Advisor
ISCA	Intensive Support Customised Assistance (Australia)
ISTC	Iron and Steel Trades Confederation
IT	Information Technology
JCP	Jobcentre Plus
JSC	Job Security Councils (Sweden)
LAP	Labour Adjustment Programme
LCETB	Limerick and Clare Education and Training Board (Ireland)
LEO	Local Enterprise Office (Ireland)
LGV	Large Goods Vehicle
MGR	MG Rover
MP	Member of Parliament
NCC	Northumberland County Council (UK)
NECC	North East Chamber of Commerce (UK)
NEET	Not in Education, Employment or Training
PES	Public Employment Service
PES	Public Employment Service
RDA	Regional Development Agency

ReACT	Redundancy Action Scheme (Wales)
RED	Regional Economic Development (model)
RGF	Regional Growth Fund
RTA	Rio Tinto Alcan
RTF2	Rover Taskforce 2
SAFSA	Structural Adjustment Fund for South Australia
SFA	Skills Funding Agency
SSI	Sahaviriya Steel Industries
SWAN	Swedish Automobile N.V.
TRR	Trygghetsrådet (Sweden)
TSL	Job Security Foundation/Trygghetsstiftelsen (Sweden)
VCS	Voluntary and Community Sector
WDA	Welsh Development Agency

### 1.3. Case Studies - International

Company	<b>Andersen Ireland</b> (European parent company Pierre Lang, head office Vienna), set up in 1976, ceased trading in 2014
Type of industry	Manufacture of jewellery, bijouterie and related articles
Location	Largely rural area of Rathkeale (population 1,550), Co. Limerick, in South-West Ireland.
Event background	<p>Rathkeale was officially recognised as a disadvantaged community in 2009, when it was included in the government's action plan aimed at revitalising such communities.</p> <p>There were no recent plant openings in the area that might provide new employment opportunities for the workers. The other big employer in the town was the Goodman meat factory, AIBP, which employed more than 100 people.</p> <p>The nearest city was Limerick, some 30 km away, which was affected in 2009 by the closure of the Dell factory, for which an European Globalisation Adjustment Fund (EGF) application was submitted and approved. A new pharmaceutical factory in the same city required different skills sets and greater mobility and adaptability than the redundant Andersen Ireland workers.</p>
<b>Event</b>	
Year	Redundancies made between October 2013 and February 2014, company liquidated in September 2014.
Number of redundancies	Entire workforce of 171 workers (74 % of them women)
<b>Early warning</b>	The company was brought out of insolvency in December 2013. However, losses continued to spiral leading to liquidation in September 2014. The local news reported, "There is total devastation among the workers and their families."
Change in workforce leading to event	Workers had already been on a three-day-week prior to the decision to liquidate the business.
Announcement made (event)	Announcement made in September 2013, and came as a surprise to workers who were aware of losses being made, but not that it would lead to full closure of the plant.
Impact assessment	<p>Assessment undertaken as part of EGF application.</p> <ul style="list-style-type: none"> <li>• Most of the workers had been with Andersen Ireland for 15 to 30 years and there are few opportunities for them to find new jobs with their specific skills</li> <li>• 124 (89.86 %) of workers were aged 30-54 years</li> <li>• Large majority of the redundant workers were women, whose wage was often the sole or most significant income for entire families in this economically challenged area</li> <li>• The area had been classified as disadvantaged by the Irish government and suffers from high dependency rates, high unemployment, a high proportion of lone parent families and few alternative employers</li> </ul>
Response	Irish Government applied for EGF funding (total joint budget (€2.5 million). <b>EGF</b>

mobilised	<p><b>Coordination Unit</b> set up in Raheen (30 kms from Rathkeale), with a local office set up in Rathkeale as a one-stop shop for guidance and information for the redundant workers and NEETs to locally access relevant supports in terms of both guidance, advice, eligibility, training.</p> <p>The <b>Andersen Consultative Forum</b>, chaired by a local businessman, had the primary purpose to consult, support, empower and improve opportunities for redundant workers. The forum met at least four times, with the last reported meeting in November 2015 (a year after the plant closure).</p> <p>Forum membership:</p> <ul style="list-style-type: none"> <li>• EGF Managing Authority (EGFMA)</li> <li>• SOLAS EGF Coordination Unit (EGFCU)</li> <li>• Department of Social Protection (DSP)</li> <li>• Limerick LEO (Local Enterprise Office)</li> <li>• Enterprise Ireland</li> <li>• Limerick and Clare Education and Training Board (LCETB)</li> <li>• Andersen worker representatives</li> <li>• Waterford Institute of Technology (local business)</li> <li>• Department of Education &amp; Skills</li> <li>• Limerick Institute of Technology</li> <li>• University of Limerick</li> </ul>
<b>Intervention - individual</b>	
Re-employment support	Career guidance, training grants, education programmes, practical training, self-employment support, income support and course expenditure contributions for those undergoing training.
Uptake	96% of the targeted number of affected worker beneficiaries (132) had received at least one intervention whilst 95% of targeted NEETs (persons under 25 years of age and not in employment, education or training) (131) had received same.
Financial Support	
Uptake	
Health and wellbeing support	
Uptake	
Diversity (e.g. older workers, NEETs)	Additionally 138 NEETs benefited from EGF funding
Push and pull of communities	Community had low employment opportunities. A high proportion of workers were less mobile due to gender, age, and family.
<b>Intervention - family</b>	
<b>Intervention - Community</b>	

Evaluation	The only evaluation was the uptake of training by workers and NEETs
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<b>Company</b>	<b>Mitsubishi Motors</b>
Type of industry	Automotive
Location	Two sites in Southern Adelaide, South Australia (population 340,000)
Event background	The sites began operating in 1963-4. In 2004, 18% of employment in Southern Adelaide was in manufacturing; an area characterised by lower than average income. Mitsubishi was a major employer in the southern suburbs of Adelaide and that region has already experienced the closure of the Port Stanvac Oil Refinery in 2002.
<b>Event</b>	
Year	2005 and 2008
Number of redundancies	1,200 workers in 2005, and 1,700 workers in 2008
<b>Early warning</b>	<p>Between 2000 and 2005, the Australian Government provided a range of direct subsidies (grants and loans) to Mitsubishi; as well as nation-wide subsidies to improve automotive competitiveness (\$2 billion). Mitsubishi had been making losses for many years before the plant closures at Lonsdale and later Tonsley Park.</p> <p>The Tonsley Park plant has been operating at only about one-third of its capacity since 2005, although Mitsubishi had received a \$35m grant to manufacture a new sedan, sales were low prior to announcement of closure.</p>
Change in workforce leading to event	<p>In 2000, the Lonsdale plant alone employed 2,000 workers while Mitsubishi had 5,000 employees in total.</p> <p>In <b>2004</b> Mitsubishi announced that it would close the Lonsdale based engine plant by 2005, and downsize its Tonsley Park assembly plant, affecting 1,200 workers.</p> <p>In <b>2008</b> the closure of the Tonsley Park plant followed resulting in 1,700 Mitsubishi workers losing their jobs, as well as affecting component supply companies, dealerships, transport and related services. 430 of the 1,700 stayed on for another 12 months to decommission the plant and produce a stockpile of spare parts.</p>
Announcement made (event)	<p>In May 2004, Mitsubishi announced the closure of the Lonsdale plant in 2005.</p> <p>In 2008, the announcement was made that the Tonsley Park plant would be closing within 8 weeks.</p>
Impact assessment	
Response mobilised	<p>Australian State and Federal Governments led the response.</p> <p><b>In 2004</b> a AUD\$10 million Labour Adjustment Program, and regional AUD\$45 million Structural Adjustment Fund South Australia (SAFSA) were established. The Federal Government provided the AUD\$45 million (SAFSA) with the balance provided by the South Australian Government.</p> <p>The State Government of South Australia and the Federal Government jointly implemented the Mitsubishi Labour Adjustment Programme (LAP), delivered through the federally funded Job Network agencies. Mitsubishi LAP provided an additional AUD\$450 per worker to Job Network providers so that they could</p>

	<p>purchase other assistance including tools, equipment, uniforms or training</p> <p>In addition to the services provided through the LAP, the South Australian Government (Department for Further Education, Employment, Science and Technology) provided access to financial counselling, CV preparation and career counselling valued at around AUD\$380,000.</p> <p><b>In 2008</b> Government provided AUD\$40 million over four years to establish the South Australian Innovation and Investment Fund and a LAP to provide intensive assistance to employees directly affected by the closure of Mitsubishi's Tonsley Park manufacturing plant. The cost was funded by redirecting the grant of AUD\$35 million previously made to Mitsubishi Australia, with a further \$5 million from Mitsubishi. The Fund targeted projects creating sustainable, full-time jobs, strengthening the capacity of South Australia's manufacturing and industry sector, and introducing new innovations or technology.</p> <p>A total of up to AUD\$10 million was provided as assistance for workers (AUD\$7.5 million from the Australian Government and AUD\$2.5 million from the South Australian Government). To provide workers with full access to Job Network services, enhanced job search, and relocation assistance.</p>
<b>Intervention - individual</b>	
Re-employment support	The recovery packages included career counselling and CV preparation through the LAP, however no funding was set aside for further training or education purposes. No funds were set aside by either Federal or State government specifically for re-training or up-skilling redundant Mitsubishi workers, despite the Government of South Australia recognising the state had a skills shortage.
Uptake	<p>Around 60% of workers surveyed had indicated they had plans for further training to assist future employment.</p> <p>Job Network were unable to successfully address the needs of recently displaced workers. This was a consequence of applying a model designed to support long-term unemployed and relatively unskilled individuals. 38% of workers did not use the Job Network providers to help them to find new employment, while only 6% who were reemployed gained their new job through Job Network agencies.</p> <p>Inadequate information and the absence of investment and collaboration in the form of retraining and upskilling support underpinned the poor employment outcomes of workers.</p>
Financial Support	<p>AUD\$45 million SAFSA offered grants for new business wanting to start up in South Australia and assistance for the expansion of existing operations, with the intention that much of the employment that was generated, be to the benefit of those who were retrenched from Mitsubishi.</p> <p>All Mitsubishi workers facing redundancy were fast tracked on to the Intensive Support Customised Assistance (ISCA) scheme as part of the Federal government funding LAP. This meant that Mitsubishi workers facing redundancy were entitled to the same assistance that long-term unemployed</p>



	individuals receive.
Uptake	<p>The underlying rationale associated with the transitional assistance was that retrenched Mitsubishi workers would be absorbed into the growing defence and mining industries. However, only 2% of retrenched Mitsubishi workers surveyed were employed in industries related to mining, while another 2% were employed in industries related to defence.</p> <p>Much of the SAFSA was distributed to companies that were low tech and low-innovation and not best suited to leveraging competitive advantage for the region. The funds were available across South Australia, and a substantial proportion was awarded to North Adelaide.</p>
Health and wellbeing support	
Uptake	
Diversity (e.g. older workers, NEETs)	<p>The majority of workers made redundant were middle-aged with little formal education, and had a long history of working at the plant.</p> <p>The proportion of workers reemployed progressively increased over the 18 months after closure. But the proportion of workers employed in casual jobs increased, with approximately 70% of those in casual employment reporting that they would rather be working full-time. 28% of those who had retired indicated that they would rather be working, but had been forced to withdraw from the labour market because they were unable to find new employment. Those with low educational attainment or who had spent a prolonged period of their employment with Mitsubishi using the same skills became less marketable and more vulnerable in the labour market.</p>
Push and pull of communities	Workers reported that they had to reject job opportunities in the North due to the associated high costs and long commute. Relocation or travel subsidies were not offered to address such costs.
<b>Intervention - family</b>	
<b>Intervention - Community</b>	
Evaluation	<p>A criticism of the training provided was that displaced workers were not provided with the necessary education and training opportunities to equip them with the skills required to be able to move into employment in the mining and defence industries, where jobs were available.</p> <p>The negative impacts that ultimately flowed from the closure of Mitsubishi, while significant were contained to a large extent by the relatively buoyant economic and labour market conditions that prevailed at the time of closure.</p> <p>Nearly half of Mitsubishi employees responding to a survey indicated that they had worked at the plant for over 21 years and many others much longer.</p> <p>A study done two years after Mitsubishi's closure found just a third of the redundant workforce had found other full-time jobs, another third were employed in part-time or casual work, and the rest of the former workers were unemployed.</p>

	<p>The vast majority of Mitsubishi workers experienced a significant deterioration in their income and security post redundancy:</p> <ul style="list-style-type: none"> <li>• 225 of 316 respondents (72%) reported earning less after redundancy;</li> <li>• Just 11% reported earning around the same post-redundancy while 15 per cent reported earning more;</li> <li>• Around one third of those in employment had held three or more jobs in the last 12 months.</li> </ul> <p>A study found:</p> <ul style="list-style-type: none"> <li>• Half of respondents believed that the loss of employment at Mitsubishi affected their social life;</li> <li>• Higher levels of mental health were reported relative to the population as a whole;</li> <li>• Housing costs were a source of worry for around 60 of the respondents who sought assistance with their housing.</li> </ul>
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<b>Company</b>	<b>Nokia Plc (Salo)</b>
Type of industry	Technology Industry, Programming IT
Location	Salo (population 53,805), near the coast of South-West Finland, some 50 km from the provincial centre Turku, and 100 km from Helsinki.
Event background	<p>Pre-global recession and redundancies, Salo was a prosperous city, with high employment rate and health satisfaction. The first Nokia factories opened in Salo in the 1970s. Nokia had global success with its mobile phones in the late 1990s and early 2000s, and the closure of Nokia was a shock to the local region. Workers mostly lived locally, but some commuted from Turku and an even smaller number from Helsinki.</p> <p>Before the start of the recession in 2008, the unemployment rate in the Salo area was about 6%. This doubled to 12% by the end of 2009 and has seen a slightly rising trend since then (14% in 2013, and 16.5% in 2016 – well above the national rate of 9.7%).</p> <p>Salo region had been highly dependent on the employment and revenue provided by Nokia and its suppliers since the growth of Nokia in the 1990s. Apart from the Nokia Salo redundancies in 2012, further Nokia Finland redundancies occurred, and all these will in turn affect a number of suppliers important to the economic fabric of the region and beyond.</p>
<b>Event</b>	
Year	Redundancies took place in Salo in July 2012 and February 2013, and 2015 with final closure of Nokia's operations in Salo in 2016.
Number of redundancies	Total 2,135 job losses in Salo in between 2012 and 2016.
<b>Early warning</b>	The difficulties of Nokia, Nokia Siemens Networks, almost all subcontractors and the affected regions go back to February 2011. The media reports that at that time Nokia announced a significant change in the company's strategy in the different operating systems to be used in its low and high end products, however, consumer demand for smart phones conflicted with their strategy, contributing to the downfall of Nokia. This was combined with global recession and change in global markets, leading to production being moved out of Europe.
Change in workforce leading to event	<p>Total number of workforce was 5,000 before downsizing. In 2008 the first sub-contracts were made redundant as a result of the global recession.</p> <ul style="list-style-type: none"> <li>• Nokia announced major redundancies in Finland in February 2011, that were not expected to affect operations in Salo.</li> <li>• In 2012 Nokia applied for European Globalisation Adjustment Fund (EGF) funding (total package €10.6 million). 1,000 redundancies were made from a total 1,700 workers, in the Nokia Salo plant, Finland with further redundancies expected in Nokia and its subcontractors. The primary reason for the redundancies was the transfer of mobile phone assembly to countries in Asia (China, South Korea, India and Vietnam, where a new Nokia plant was under construction).</li> <li>• In 2013 Nokia applied for European Globalisation Adjustment Fund</li> </ul>

	<p>(EGF) for 4,509 redundancies made across Nokia Finland (2,544 in Nokia itself and 1,965 in its subsidiary Nokia Siemens Networks and its other suppliers and subcontractors [including 990 workers at the plant in Salo].</p> <ul style="list-style-type: none"> <li>• In 2013 a series of buy outs and mergers were made, and at the end of the year Nokia was sold to Microsoft, with a loss of 83 jobs in Salo.</li> <li>• In July 2015 Microsoft closed the Salo product development site (300 job losses), as part of plans to axe 2,300 jobs across Finland.</li> <li>• 6,000 jobs lost in total across Nokia Finland from 2012 to 2015.</li> </ul>
Announcement made (event)	<p>Following a Nokia plant closure in Romania (November 2011) Nokia announced that it was reconsidering the role of the Salo plant (Finland) and that some job losses could be expected in 2012. On 22 March 2012, the redundancies were announced, to be implemented by the end of June. This was unforeseen after the assurances given by Nokia only a year earlier, in February 2011, that the Nokia Salo plant was exempt.</p>
Impact assessment	
Response mobilised	<p>In 2009 (with the first wave of global redundancies) Salo had been granted a status of “Rapid Structural Change Area” by the Finnish Ministry of Employment and Economy. The status gives access to special national and EU finance to local companies for investment and development, training, development of unemployed, for improvement of public infrastructure, and development of local business environment.</p> <p>Response was on a regional and national level, coordinated and led locally by the City of Salo. The main stakeholders were the Southwest Finland Centre for Economic Development, Transport and the Environment; the Salo Region Employment and Economic Office; the City of Salo; and the City of Somero.</p> <p>A widely representative working group was set up on the reorganisation of the activities of the Nokia Salo operations. Various sub-groups dealt with a range of topics, including services, wellbeing, further studies (education), new jobs outside Nokia, and entrepreneurship/business opportunities. A local co-operation group was set up specifically to help white-collar workers. A longer term programme has been developed by the local city and business development centre, named “Invest in Salo”, aimed to highlight the assets of the local area in terms of diversity of skilled workers and location to attract new businesses.</p> <p>In 2012 and 2013 EU EGF funding was received for redundancies at the Salo site, with additional funding from the national Budget and Development Projects (Finland) (see <i>Change in workforce leading to event</i>)</p> <p>In March 2016 Finland submitted another application to EU European Structural Funds (ESF).</p>
<b>Intervention - individual</b>	
Re-employment support	<p>City of Salo, in collaboration with Nokia and the national Government, and ESF/EGF funding, supported measures such as job search support and guidance,</p>

	<p>training and skills development, support and guidance for entrepreneurship, pay subsidies and mobility assistance.</p> <p><b>Company Response:</b> Nokia set up the <b>Nokia ‘Bridge’ Programme</b> in 2011, offering a coordinated and locally tailored support programme, including employment counselling, financial support and assistance with local re-employment and start up business funding and advice.</p> <p><b>The Salo Business Service Centre</b> (owned by the city of Salo): offered local small and medium businesses start up advice, encouraging and opening up to international connections and collaborations between companies.</p> <p>A centre (<b>Voimala</b>) was set up during 2012-13, for coordinating support for workers in a one-stop shop using ESF funding, including career advice, training and employment advice, and health and wellbeing.</p> <p>The <b>VOITTO</b>-project followed on from Voimala (ESF co-funded) and used a municipality employment process promotes to match jobseekers and employers.</p> <p><b>City of Salo Subsidised employment for Salo unemployed residents:</b> pay subsidy was used to employ long-term unemployed jobseekers, for 8 months in different municipal service areas.</p>
Uptake	<p>The Voimala programme ran in 2012-3 and had 1,600 people on its mailing list, as well as presence on social media. There were 90 partners and contacts with 200 companies. Customer contacts (Face-to-face meetings, phone, email, chat) 10-11,000 per year. In 2013, 200 events were run with 550 visitors.</p> <p>An evaluation of the Nokia Bridge programme implemented across sites in eight countries found that:</p> <ul style="list-style-type: none"> <li>• 80% of respondents felt the programme helped them learn how to find a new job.</li> <li>• 60% valued the support to their self-esteem as job applicants.</li> <li>• 65% felt that interactions with other Bridge participants supported their mental well-being.</li> <li>• 56% better able to cope with the transition.</li> </ul> <p>The most common reasons for not using the service were:</p> <ul style="list-style-type: none"> <li>• positive (found alternative employment or had clear plans, 35.1%)</li> <li>• psychological (11.8%)</li> <li>• lack of awareness (11.8%)</li> <li>• mismatch with needs (9.4%)</li> <li>• accessibility (9.4%)</li> <li>• inflexibility of grace period (4.7%)</li> <li>• delay in service (3.5%)</li> </ul>
Financial Support	
Uptake	
Health and wellbeing support	<p>A number of activities to help maintain working ability and tackle social exclusion were set up:</p> <ul style="list-style-type: none"> <li>• A centre (Voimala) was set up for coordinating support for workers in a one-stop shop using ESF funding, including health and wellbeing</li> </ul>

	<p>(prevention of social exclusion, working ability maintenance, and keeping people actively job-seeking). As part of this initiative two nurses were provided, to cater for the wellbeing of the workers who turn up with any health and wellbeing issues</p> <ul style="list-style-type: none"> <li>• A church offered bespoke mental health support under a “someone to talk to” programme.</li> </ul>
Uptake	
Diversity (e.g. older workers, NEETs)	<p>The 2012 redundancies were 64% female, and 17% over 55 years old. Redundancies in Nokia Salo were mostly blue-collar workers (71% plant and machine operators and assemblers). 40% had basic education only and 39% had secondary-level education, so redundancy increased the proportion of the lower educated among the unemployed population of Salo. The vocational qualifications held by these workers were, in most cases, from sectors other than technology or technical work and outdated dated.</p> <p>In 2013 redundancies across Nokia Finland were 63% male, and 10% over 55 years old, and 55% professionals.</p>
Push and pull of communities	
<b>Intervention - family</b>	<p>Anecdotally, an increase in social services calls/referrals for children’s services were seen from families highly affected from redundancies</p>
<b>Intervention - Community</b>	<p>In 2008 Salo merged with 9 other municipalities, to create one larger municipality (Salo) allowing it to be more flexible to respond to shocks.</p> <p>Between 2009-2013 Salo was granted a status of <i>Rapid Structural Change area</i>, enabling eligibility for EU financial support (ESF), to fund various interventions such as Labour Market programmes and support with Entrepreneurship</p> <p><b>Strategic long term plan for the region included:</b></p> <ul style="list-style-type: none"> <li>• Re-defining local strengths and skill sets of the region, attracting employers into the area and promoting the local skill set and specialisation (e.g. excellent logistics, business-friendly environment, highly skilled workforce).</li> <li>• Focus on diversification into health care technology, marine industry, solar energy and eco-effective lighting.</li> <li>• Building a strong city of Technology and reputation for IT. Establishing a collaborative network among local universities, companies, research centres.</li> </ul>
Evaluation	<p>Salo ensured that before the company closed, that they had a list of individuals who were made redundant so they could be followed up over time. In addition, all made redundant were registered with the Employment Office to be eligible for the support. At registration they were identified as “Nokia Redundancy” so it will be possible to examine the longer term impact.</p>

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<b>Company</b>	<b>Norbest Canning Company Ltd (NC)</b>
Type of Industry	Brisling Sardine (sprat) cannery
Location	<p>Hetlevik on Askøy island (93.9 km<sup>2</sup>), in the province of Bergen, Hordaland County, Norway</p> <p>In 1970, the Island population was 14,000</p> <p>The closest urban city to Askøy is Bergen. The only transport off the island at the time was by ferry, as a bridge was not built until 1992; and Bergen is some 20km away by road from Hetlevik.</p>
Event Background	<p>At the time, general unemployment in Norway was low, slightly above 1%, although employment intensive industries (factories) along Norway coast were at risk of mass redundancies. These redundancies affected over 60 towns locally along the coast, and about 1,100 employees.</p> <p>Sardines were mainly an export product. From the 1960s canneries were increasingly being closed because of global (US dollar) exchange rates. Along the coast of Bergen, lots of factories were closing down in 1974-75 due to globalisation of the market. 1,100 people were made redundant in the area, including the Norbest Canning Company.</p> <p>Much of the local industry was centred around canning, salting and smoking of fish. The cannery was originally built in 1914, and rebuilt after a fire in 1922. At one time it had up to 150 employees, and was an important employer on the island. There was a sister factory further north on the island (Davanger) that did not close down.</p>
Event	
<b>Year</b>	Production was stopped in 1975
Number of job losses	Between 100-150
<b>Early warning</b>	The closure occurred during a period where factories long the coast, were at-risk due to the economic market.
Change in workforce leading to event	
Announcement made (event)	3-4 months notification of the upcoming complete closure
Impact assessment	
Response mobilised	<p>Labour market authorities were active in supporting re-employment.</p> <p>Local Labour Union was actively trying to prevent the closure.</p> <p>Local GPs mobilised a response after receiving many of the workers at the local health centre with range of health complaints (headaches, stress, anxieties, and digestive problems). The GPs were aware of the potential impact on health, from experience of a local shoe factory closing only a year earlier.</p> <p>Local GPs approached local municipality to suggest supporting the factory facing redundancies.</p>
<b>Intervention – individual</b>	
Re-employment support	Labour market authorities were actively trying to get people back into employment. Alternative jobs in other factories in city of

	Bergen were offered (e.g. hotels, or biscuit, milk, sardine factory) and opportunities in the service sectors.
Uptake	Low uptake of re-employment opportunities was reported
Financial Support	Generous social security system of financial support accessible to those made redundant.  Those with pre-existing health problems could access disability pension, with a support note from their GP.
Uptake	Those unable to find alternative employment, with pre-existing physical health problems received disability pension, or long term sick leave, resulting in them withdrawing from the labour market referred to as the 'hidden unemployed'.
Health and wellbeing support	The health and wellbeing needs of those made redundant were for the most part addressed by local GPs, but not as part of a wider organised response. A few individuals were referred on to specialist care if needed.  GPs also set up a controlled quasi-experimental study to document the total health, social and economic effects of the event, to demonstrate costs associated with limited action to support these communities. Workers in both the affected factory and a control factory were interviewed and undertook a medical examination, two months prior to redundancy. They were re-examined 1, 3 and 10 years following the event. Access to the workers was possible through the unions and GPs also got access to occupational health (sickness) records.  The sickness records demonstrated that sickness absence increased slightly in the affected factory, in the period leading up to closure.  The stress experienced by the workers with caring responsibilities having to commute a long distance for work, was found to lead to an increase in attendance at the GP with stress-related health conditions.
Uptake	The study amongst 85 redundant workers (72 women and 13 men) found that : <ul style="list-style-type: none"> <li>• Within first year, 28% were re-employed</li> <li>• In the next 6 years 40 % were re-employed</li> <li>• 10 years later , only 35 % were still in employment</li> <li>• The cumulative rate of disability pension (granted on the basis of medical conditions) was three times higher among individuals made redundant compared to a control group in the first four years following the event.</li> </ul>
Diversity (e.g. older workers, NEETs)	This closure is of particular interest as the employees made redundant were largely women.
Push and pull of communities	Re-employment opportunities had a low uptake, as they were 1-1.5 hours travel distance away, by ferry and two buses. These were considered unsuitable by women who had familial caring commitments (children or parents) and therefore there was a need for close proximity of employment.

<b>Intervention – family</b>	No organised measures. Anecdotally, an increase in frustration/distress and drinking by husbands within a household. Impact on children was not considered.
<b>Intervention - Community</b>	<ul style="list-style-type: none"> <li>• No organised measures take in the local community</li> <li>• There was no alternative employment offered on the island within those ten years.</li> <li>• At community level, the event was absorbed by the social security and labour market authorities and the social security systems.</li> <li>• Reportedly, the net effect regardless was very negative with the local community in terms of loss of labour force, increased social security expenses, much more stress on families and individuals.</li> </ul>
<b>Evaluation</b>	

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<b>Company</b>	<b>Saab Automobile AB</b>
Type of Industry	Car manufacturer
Location	<ul style="list-style-type: none"> <li>• Trollhättan, Sweden</li> <li>• Trollhättan had a population of 55,499 inhabitants at the time of closure</li> <li>• The closest major city - Gothenburg, 70km to the south</li> <li>• Most workers lived in the city, few commuted</li> </ul>
Event Background	<p>Trollhättan's trade was largely focused on industry manufacturing. In 2010, this accounted for 25.8% of employment in this area, with heavy industrial dependence in the region. City had a low frequency of start-ups, which emphasised the dependency on the existing established industrial companies. In 2012, the government invested in improving the infrastructure to and from Trollhättan (e.g. highways, rail tracks), as this region was most industry-intense in Sweden.</p> <p>Trollhättan, as one of the municipality of Sweden, had the highest unemployment rate. After the Saab bankruptcy the unemployment rate in Trollhättan increased from 11.1% in 2010 to 13.7% in 2012; in October 2013 it was 15.7%.</p> <p><b>Saab Automobile</b> was the single largest employer in the municipality of Trollhättan. The Global financial crisis in 2008 largely affected the automotive industry in this area, with following mass redundancies at 3 main employers Volvo car, Volvo Truck and Saab Automobile. In 2009, Saab asked the Swedish government for support but the direct financial support was turned down and they offered bank guarantees via European Investment Bank. Shortly after this, in February 2009 Saab submitted proposal for reconstruction to the local district court. Due to on-going difficulties, in 2010 General Motors (GM) sold the company to Spyker (Dutch sports car manufacturer).</p>
Event	Bankruptcy of Saab Automobile and following mass redundancies
Year	December 2011
Number of job losses	3,064 (due to bankruptcy of the company)
<b>Early warning</b>	
Change in workforce leading to event	<p>Saab was well known for having on-going difficulties over the years. The company had difficulties selling enough cars to be profitable, which ended up in overproduction. Saab had 8,722 employees in 2000, this fell to 5,137 in 2005 and by 2009 it was totalling 3,241 employees.</p> <p>Previously owned by GM, in 2009 GM announced the intention to close the company, but in the end, sold Saab company to Spyker. In 2010, Spyker company purchased Saab and the total workforce came to 3,662 employees. However, Spyker's sale strategy for Saab failed and company ran out of money and was unable to pay wages by June 2011.</p> <p>It was argued that the final reported number of redundancies (3,064) was misleading, as officially, 3 Saab companies filed for bankruptcy 1) Saab Automobile AB 2) Saab Automobile Tools AB 3) Saab Automotive Powertrain AB and their total number of employees came to 3,064. The rest of the workforce (out of the</p>

	<p>3,662) was part of the Swedish Automobile N.V. (SWAN), which included Spyker companies too.</p> <p>The total number of workers affected by the restructuring process was 8,000 people during a period of 11 years.</p>
Announcement made (event)	<p>The process of bankruptcy was drawn out and took place over 9 months. But the company struggled with being profitable for many years.</p> <p>The company halted production in April 2011, and by June 2011, company announced it was unable to pay wages to their employees. Saab then sold half of its estate in order to pay July 2011 wages of its employees. The company was in debt and there were attempts to attract potential new buyers, but nothing came out of it. In November 2011, first wave of redundancies (500) was announced. In December 2011 Saab filed for bankruptcy and it was granted on the same day and Saab closed.</p>
Impact assessment	<p>Economic forecasting is well embedded in Swedish system and in the process of preparation for restructuring. As part of this, an economic impact assessment was undertaken.</p>
Response mobilised	<p>In 2009, when GM announced its intention to close down SAAB a strategic initiative was set up “Restructuring Towards The Future”, with the aim to discuss and exchange knowledge and to deal with potential restructuring or closure of Saab. This brought together: the Public Employment Service (PES), Saab, City of Trollhättan, University West, the Job Security Councils (JSC) - Trygghetsrådet (TRR), and Job Security Foundation/ Trygghetsstiftelsen (TSL), Trollhättan’s Adult Education, Trade Unions - IF Metall (metal workers confederation) and Unionen.</p> <p>The group was chaired by the PES and it was kept in place as a precaution measure and in 2012 it was instrumental in preparing the application for European Globalisation Adjustment fund (EGF).</p> <p>After a financial crisis, Sweden set up national preparatory organisation (JSC) for specifically dealing with announcement of redundancies and providing action plans for regions that are/may be affected. These help with employment transition support and are ready to act whenever redundancies are announced.</p> <p>JSC were notified about the possible bankruptcy at an early stage and were able to prepare for bankruptcy scenario. Unions mobilised coaches and advisors to cover the size of potential 3000 redundancies and secured large offices to act as a transition office, a space for workers and coaches to run the employment Transition Programmes.</p> <p>Since first wave of redundancies (500) were announced in November 2011, support activities started taking place before the actual bankruptcy was announced in December 2011.</p>
<b>Intervention - individual</b>	

<p>Re-employment support</p>	<p>Early support</p> <ul style="list-style-type: none"> <li>- Individuals, threatened by redundancy were contacted by the local reps of the JSC prior to the bankruptcy announcement</li> <li>- Drop-in centres were established for workers worried about their situation, providing information about support available open to all Saab employees (set up before the bankruptcy)</li> <li>- Several of the job coaches involved who already had experience from the large-scale restructuring work at Volvo Group earlier</li> <li>- Individual meetings with JSC coaches were set up to familiarise workers with the support available, and help to put an action plan together in support of the employment transition process</li> <li>- employment transition support included help with mapping workers skills, needs and preference for jobs, as well as writing CVs and updating portfolios</li> <li>- Job search activities such as job fairs, study visits, seminars, lectures to engage workers in active job search</li> <li>- Training provided only in specific cases targeted, to individuals who needed to develop their skills. For those studying out of work income was available to maintain their living standards whilst studying (funded by EGF)</li> <li>- JSC provided recruitment services for employers interested to employ former Saab workers</li> </ul> <p><b>Training</b></p> <ul style="list-style-type: none"> <li>- Basic IT courses provided (Excel, MS Word etc.)</li> <li>- 500 places were secured at 18 vocational courses at local educational colleges, and 600 full places offered at the University West in Trollhättan</li> </ul> <p><b>Restructuring office was set up</b></p> <ul style="list-style-type: none"> <li>-helped to decrease dependency on automotive industry for local companies, encouraged growth of new employment opportunities, attracted new employers into the area</li> <li>-Identified growing companies in the area and offered support with business coaching, financial advice</li> <li>- Helped with supporting transfer of ownership from older near retirement to younger entrepreneurs.</li> </ul>
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Uptake	<ul style="list-style-type: none"> <li>- JSC organised 9,000 individual meetings, with at least 3 meetings per person</li> <li>- 83.7% of the white-collar workers found re-employment within 24 months</li> <li>- For blue-collar workers, 61.2% found re-employment within 24 months</li> <li>- Anecdotal evidence suggested that large proportion of redundant Saab workers found new employment in the health care sector</li> </ul> <p><b>Retraining support</b></p> <ul style="list-style-type: none"> <li>- Workers preferred shorter courses</li> <li>- 23% of blue-collar workers engaged in longer study (308)</li> <li>- Only 3.5% of white-collar workers engaged in longer study (50)</li> </ul> <p><b>Restructuring office</b></p> <ul style="list-style-type: none"> <li>- coached and gave advice to 420 companies</li> <li>- 25 new companies moved to the area</li> <li>- 420 people started start up businesses</li> <li>- Generated at least 1,200 new jobs</li> </ul>
	<ul style="list-style-type: none"> <li>• EGF provided €10 million, primarily to be used to finance adult education for 1,350 dismissed blue-collar workers. Also, this allowed for maintained out-of-work income during the study period to keep workers' standard of living whilst studying or re-training</li> <li>• Swedish government gave €6 million for adult education centre including provision of training, €4.5 million was allocated to access 600 University course places</li> <li>• Financial support for workers provided whilst redundant - income support provided for 6-9 months by the former company and later via social support in terms of unemployment benefits</li> <li>• To foster economic development of the region €2.5 million funding was provided by the government and €3 million by the Regional office to support activities of <b>Innovatum</b> (local business incubator) and the <b>Restructuring Office</b> – aiming to reduce dependency on the automotive industry for the area</li> </ul>
Uptake	<ul style="list-style-type: none"> <li>- The EGF application was approved 6 months after the initial redundancies were made, and only workers made redundant at the time were eligible to apply, excluding workers who were dismissed in the earlier stages.</li> <li>- <b>Social Welfare payments:</b> Interestingly, it was reported that number of social welfare payments had increased dramatically since the first wave of Saab's redundancies in 2005 and peaked in 2011 after Saab's bankruptcy</li> </ul>
Health and wellbeing support	<ul style="list-style-type: none"> <li>- Coaches at the JSC spent time motivating workers to search for new jobs (which also allowed for supporting them to make sense of the job loss)</li> </ul>

	<ul style="list-style-type: none"> <li>- Some individuals with existing physical health problems that acted as barriers to re-employment were offered help such as rehabilitation or treatments prior to engaging in job search activities</li> </ul>
Uptake	
Diversity (e.g. older workers, NEETs)	<ul style="list-style-type: none"> <li>- <b>Long term unemployed workers</b> were prioritised for support</li> <li>- JSC carried out regular analysis of the local labour market to map what skills local employers needed and provided incentives to local business to recruit skilled workers made redundant from Saab.</li> <li>- JSC took a targeted approach - mapping out skills and competencies of individual workers, as well as their job interests and tailored the job searches to those needs</li> </ul>
Push and pull of communities	
<b>Intervention - family</b>	
<b>Intervention - Community</b>	<ul style="list-style-type: none"> <li>• <b>County Administrative Board:</b> role was to facilitate and coordinate communication between the local and community players, as well as government, informing local businesses about available support</li> <li>• <b>Supply chain:</b> The long lead time prior to Saab bankruptcy meant that many suppliers were able to adapt their workforce and look for other alternative businesses as a main customer.</li> </ul>
Evaluation	<p>An evaluation report (Bergstrom, 2014) reported that the following factors enabled a smooth coordination of the response to Saab closure:</p> <ul style="list-style-type: none"> <li>- The speed of action was critical to success</li> <li>- Early mobilisation of local actors and resources allocation enabled preparedness for the possible bankruptcy scenario.</li> <li>- Good collaboration between the stakeholders (public, private and non-profit organisations) and clearly defined roles in the transition process enabled a smooth coordination of activities</li> <li>- Government provided sufficient funding to run adult education courses and also supported diversification of local companies</li> <li>- Already existing national coverage of JSC, specifically dedicated to deal with redundancies and employment transition process, enabled quick mobilisation</li> </ul>



	<ul style="list-style-type: none"><li>- Good infrastructure and special efforts were made to encourage people to access other nearby larger city's labour markets, to commute or move</li></ul>
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## 1.4. Case Studies – UK

<b>Company</b>	<b>MG Rover (MGR)</b>
Type of industry	Automotive
Location	Longbridge, South West Birmingham (population 25,400)
Event background	Cars had been manufactured at the site for 100 years
<b>Event</b>	
Year	April 2005
Number of redundancies	6,300 jobs were lost at MG Rover and Powertrain. Around 3,000 in the supply chain.
<b>Early warning</b>	Long-run decline due to over-capacity in the auto industry. First warning of closure in 2000 when BMW pulled out and sold the firm (Rover) to a local consortium (Phoenix Venture Holdings Limited) for a nominal fee of £10 (MG Rover). Final closure in 2005 after ‘slow burn’.
Change in workforce leading to event	15,000 in 2000 reduced to 6,300 by 2005
Announcement made (event)	Administration announced on 8 <sup>th</sup> April 2005. On 15 April 2005, the administrator sent redundancy letters to 5,300 (80% of employees). First redundancies took place on April 18. More received such letters in the following weeks.
Impact assessment	<p>£1.4 billion owed to creditors (£109 million to UK-based suppliers). The number of supply chain firms depending on MGR for over 20% of sales had dropped from 161 to 74 (between 2000 and 2005), with 57 in the West Midlands region at the time of closure.</p> <p>Wider effects on communities was expected where there was a concentration of workers being made redundant.</p> <p>The supply chain and the postcodes of workers had been mapped so the spatial impact was known.</p>
Response mobilised	<p>In 2000, <b>Rover Taskforce</b> set up to help suppliers diversify into new markets and to develop and diversify economic activity in areas most reliant on MG Rover. Led by local regional development agency (RDA) Advantage West Midlands (AWM) and with the involvement and support of the Government Office for the West Midlands (GOWM), and the Chamber of Commerce</p> <p>In 2004, a <b>joint planning group</b> was set up by the Department of Trade and Industry (DTI) to carry out an economic analysis and detailed contingency planning</p> <p>In 2005, <b>MG Rover Taskforce</b> (RTF2) set up when MG Rover went into administration. Membership from a spread of territories, tiers of government and other agencies DTI, local members of parliament (MPs), local authorities, skills agencies, employer organisations, employers, trade unions, and local universities. £176 million was made available for employer, employee, and community support for former workers (paid by the Secretary of State for Trade and Industry, AWM, and Birmingham City Council). Longer term solutions</p>

	<p>put in place to address barriers to work; foster competitiveness in the supply chain; and encourage investment.</p> <p>Independently, the <b>Rover Community Action Trust</b> – established by the MG Rover Wives Group. Secured £2.6 million for local projects through the custom-made Step Forward programme.</p>
<b>Intervention - individual</b>	
Re-employment support	<p>Tailored support for workers at MG Rover and suppliers: support finding work; re-training at different levels (£50 million for retraining (up to level 2 skills), accreditation of 'on the job' skills, upgrading, and switching into completely new jobs.</p> <p>Funding used flexibly to provide training and skills. Training opportunities included free travel and a training allowance. Relaxation of the '16 hour rule' on benefits and training, so that ex-workers could attend training courses without losing benefits.</p> <p>Wider range of courses offered than normally available. But given the numbers involved, full range and scale of courses were not available as promptly as they might have wished.</p> <p>An employer hotline (established specifically for MG Rover) received around 5,000 job opportunities.</p> <p>Jobs Fair, held in May 2005, attended by 140 employers. Telephone 'hot line' established for people for advice and help.</p> <p>Manufacturing and Engineering Hub specialist support and expertise to manufacturing employers. Companies employing ex-MG Rover workers given allowance for free retraining, free retraining for existing employees, and induction support allowance.</p> <p>Funding provided to keep the Human Resources team at MG Rover in place to help communication with former employees</p>
Uptake	<p>Only 30% of ex-MG Rover workers stayed in manufacturing. 960 workers started new jobs through the Hub.</p> <p>Of the people with training plans, 3,302 (94%) had been booked on to courses and 1,956 (55%) had started their courses by early September 2005.</p> <p>Some 60% of ex-workers had undertaken some form of retraining or education 3 years on.</p> <p>At least 1,600 people found jobs directly as a result of the employer hotline and the jobs fair.</p>
Financial Support	<ul style="list-style-type: none"> <li>• £25 million loan fund to help otherwise viable businesses (Advantage Transition Bridge Fund)</li> <li>• £41.6 million grant to support MG Rover suppliers to sustain trading</li> <li>• £9 million grant to assist with supplier diversification – for technology</li> </ul>

	<p>and innovation infrastructure</p> <p>Tailored support for suppliers critical in limiting short term damage to the local economy.</p> <p>Most MG Rover workers received no redundancy pay or payment in lieu of notice from the company, which is unusual, and so were immediately dependent on government support.</p> <p>Over £40 million was spent on redundancy payments and compensation for Longbridge workers, paid for by the National Insurance Fund. Statutory redundancy payments were made within two days of receiving applications, on average, compared with the normal targets to pay 70% of claims within three weeks. <b>Jobcentre Plus</b> (opened a walk-in centre on site) reported that it had exceeded its normal customer service standard to pay benefits to individuals within 12 days of making a claim. Former employees reported that significant efforts had been made to process claims promptly.</p> <p>Pensions were safeguarded through the newly created Pension Protection Fund.</p>
Uptake	<p>£3.4 million Wage Replacement Scheme ran for three months, helped 170 firms and kept around 3,000 workers in place for the critical weeks following the collapse, with 1,329 'confirmed' jobs being saved.</p> <p>Around 10,000 jobs in the supply chain 'saved' due to pre-closure diversification.</p>
Health and wellbeing support	
Uptake	
Diversity (e.g. older workers, NEETs)	<p>Low educational level was an issue, where only 10% of employees had level 4 qualifications. Local employers were "offering jobs for the only most highly skilled" leaving "a core of around 75% of the Longbridge labour force who are lower skilled operatives".</p> <p>The age profile of workers was also significantly different to that of the unemployed population in the Birmingham area. The vast majority of unemployed people in Birmingham were under 35, while in MG Rover workers were older (average age 38), with very different barriers and expectations to work.</p>
Push and pull of communities	
<b>Intervention - family</b>	Skills and training needs analysis offered to partners and spouses of ex-workers
<b>Intervention - Community</b>	Increasing levels of long-term unemployment (especially non-MG Rover workers crowded out of labour market opportunities) in south-west Birmingham, declining retail turnover, loss of commercial viability of local centres (sustained by spending by MG Rover workers), increased rates of antisocial behaviour.

	<p>Intensive support package run in the community to tackle barriers to work faced by the ex-MG Rover workers and other long-term unemployed residents, complementing wider regeneration package including redevelopment of the Longbridge site.</p> <p>Community organisations did not sit on the Task Force. However, the Task Force took advice (and acted on that advice) from community organisations. The Rover Community Action Trust was significant in this respect. MG Rover Task Force was poorly placed to deal with broader social and economic impacts due to its members and focus. Birmingham City Council and local social partners attempted to do this.</p> <p>The Task Force funded <b>MGR Community Support Board</b> established to develop leisure, vocational training and outreach work. Evolving from this, <b>Community Network South West</b>, a European Union part-funded project (2006-08), had a scheme to offered capacity building support to local groups.</p> <p><b>Constituency Strategic Partnership</b> (a local authority organisation) and a 'Community Support Board', made up of local agencies, were later set up to look at neighbourhood impacts and the policy response at the local scale.</p>
<p>Evaluation</p>	<p>Analysis of the experiences of the Rover Taskforce and the MG Rover Taskforce highlighted some of the strengths of the programmes:</p> <ul style="list-style-type: none"> <li>• Strong partnership and engagement all levels (strategic, operational, delivery) essential to success</li> <li>• Central coordination with clear communication of responsibility</li> <li>• Direct contact with companies</li> <li>• Rapid response times - advance preparation ahead of the closure allowed the MG Rover Taskforce to respond quickly. Keeping knowledge of how to deal with closures would ensure this could happen again in future.</li> <li>• Role of workers support networks should not be underestimated. The majority of ex-MG Rover employees found work through personal contacts. This highlights the need for embedded support.</li> <li>• Training given to ex-workers needed to be at a high enough level to increase their employability.</li> </ul> <p>The response to MG Rover led to key lessons being learned, which were subsequently mainstreamed via Skills Funding Agency (SFA) and Job Centre Plus.</p> <ul style="list-style-type: none"> <li>• Capacity to gather and interpret intelligence so as to provide forewarning (e.g. trends in output, investment and performance)</li> <li>• Need to act quickly following the shock; partnership working between different actors with clearly identified roles and a division of tasks</li> <li>• Ability of partners to deliver interventions</li> <li>• Ability to use funding flexibly key to dealing with these shocks. Multi-level governance was often helpful in this regard, with local/regional tiers given freedom to tailor responses to suit local needs</li> <li>• National responses were helpful where a particular need was identified</li> </ul>

	<p>locally</p> <ul style="list-style-type: none"> <li>• Regional or local coordination able to marshal the discretionary resource required as part of a programme of actions</li> <li>• Organisational learning and development, so with subsequent shocks there is institutional memory and learning to draw on</li> <li>• Pre-closure diversification work key to saving jobs in the supply chain</li> </ul> <p>20% of ex-workers left unemployment benefit within a month, and over 40% within two months. Of the workers who had undergone training, 90% were back into employment three years on, but with a significant drop in income. By February 2006 (ten months later), of 6,300 ex-workers 4,000 were back in work, 2,000 received training, 2,300 remained out of work. Of those in work, around 60% are in permanent positions, a similar percentage are earning “a little less” or “a lot less” than they were at MG Rover.</p> <p>70% said they found a new job through their own initiative or through personal contacts rather than via formal channels. Most ex-workers (75%) felt supported by family, friends and existing support networks; very few said they felt adequately supported by government (6%) or their local community. 90% of workers were back in work full time or self-employed. 23% indicated they were earning more than at Rover, 50% of respondents were earning significantly less.</p> <p><b>Lessons learned from MG Rover experience</b></p> <p>Actions should be taken to :</p> <ul style="list-style-type: none"> <li>• Let people know and understand better what help is available Workers losing their jobs were in shock and needed help understanding information</li> <li>• Offer counselling to help people cope with redundancy, especially those experiencing depression and ill health as a result</li> <li>• Be more sensitive to people who have never been unemployed and do not know how to make claims for benefit or search for a job for better advice on the entitlement to training courses</li> <li>• Inform people of the changed nature of the job market and the types of job that are likely to be available (manage expectations)</li> </ul>
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Company	<b>Rio Tinto Alcan (RTA)</b>
Type of industry	Aluminium smelter, had been operational for 40 years (since 1972), and was the largest private sector employer in the county
Location	Lynemouth, near Ashington Northumberland (population 4,600)
Event background	<p>Lynemouth and Ellington are villages close to the town of Ashington in Northumberland, a sizeable area encompassing remote rural areas bordering with Scotland in the North, Cumbria in the West and the more urban area of North Tyneside to the South with the coast to the East.</p> <p>Lynemouth and the towns in the south east part of Northumberland score poorly across a range of indicators of deprivation. In terms of benefits claimants as percentage of working age population, the neighbourhood had more than double the number of those in England on benefit, job seekers allowance and incapacity benefits in 2010. People were 10% less likely to rate themselves as in very good health as compared with in England.</p>
<b>Event</b>	
Year	Closure announced November 2011
Number of redundancies	Loss of 527 direct jobs by December 2012 (additional impact estimated as 276 jobs lost in Northumberland and a further 384 in the rest of the North East)
<b>Early warning</b>	
Change in workforce leading to event	<p>Coal mine closures in the early 1980s had left thousands of men in the region unemployed. The area was also hit by decline in ship building.</p> <p>In the early 1990s the numbers employed at the plant reached a peak, employees in the casting plant alone were just under 1,000 and in that decade these numbers were halved.</p> <p>In 2011, the smelter directly employed 515 people with an additional 111 employed at the local coal fired power station; and 200 directly contracted workers and hundreds more indirectly in work connected to the plant.</p>
Announcement made (event)	In March 2012 Rio Tinto Alcan (RTA) confirmed that the plant would shut on 29 March 2013. The plant was de-commissioned and the power station sold
Impact assessment	The closure of the Lynemouth plant was expected to have knock-on effects on a wide range of economic and social indicators. This impact was expected to be concentrated in the area close to the plant, exacerbating the negative impacts deriving from economic conditions more generally: including falls in household income, negative impacts on health and wellbeing, and increases in financial exclusion, benefit claims and deprivation in general.
Response mobilised	<p>The response to RTA's closure was informed by the experience of aluminium works on Anglesey Aluminium (AA) in 2009, owned by the same parent company.</p> <p><b>A Response Group</b> (chaired by Northumberland County Council [NCC], specifically the Corporate Director of Children's Services) convened immediately following intention to close was announced. Membership included: RTA, Jobcentre Plus (JCP), Arch (Northumberland Development Company owned by NCC), Skills Funding Agency, the Department for Business, Innovation and Skills (BIS), North East Chamber of Commerce (NECC), VCS (Voluntary and Community Sector), and NCC (including the Director of Public Health, Children's Services, and Adult Services).</p>



	<p>The Response Group operated according to formal terms of reference: “The group has been established to provide a coordinated response to Rio Tinto Alcan (RTA), its employees and supply chain. At the outset, the group will focus on addressing immediate impacts and carrying out short term actions to support the companies’ employees and their families”.</p> <p>The Response Group adopted a six-workstream structure: Workforce, Supply Chain, Communications, Investment Acceleration (RTA received £1 million of legacy funding to help deliver response actions), Strategic Economic Impact, and Community Impact (lead by the council’s Children’s Services Manager)</p> <p>In December 2012, the response group closed and responsibility for on-going programmes was passed to key members of the stakeholder group; Northumberland County Council, RTA, JCP and Arch.</p>
<b>Intervention - individual</b>	
Re-employment support	<p>JCP was involved actively, included the use of the Rapid Response Service.</p> <p>RTA’s own redundancy support package (including dedicated outplacement support and advice)</p>
Uptake	
Financial Support	
Uptake	
Health and wellbeing support	<p>Scoping for a longitudinal study was developed to allow the ongoing impacts to be tracked and responded to (see evaluation). No further actions were undertaken, following the scoping work.</p>
Uptake	
Diversity (e.g. older workers, NEETs)	<p>The area was already suffering from increasing unemployment (particularly amongst the young), worsening economic conditions and weakening consumer confidence, and in a part of the county already severely disadvantaged.</p>
Push and pull of communities	
<b>Intervention - family</b>	
<b>Intervention - Community</b>	<p><b>RTA’s Regional Economic Development (RED) model</b> (a programme deployed at RTA closure locations aimed at contributing to the economic development and diversification of the area affected by closure).</p> <p>Arch and NCC social and economic regeneration programmes</p> <p>Funds leveraged: Stakeholders had secured a variety of funds orientated towards local economic development, examples include:</p> <ul style="list-style-type: none"> <li>• RTA Legacy Fund (£1 million) – enterprise, employability, and regeneration</li> <li>• Big Local Lottery Funding (£1 million) – community lead regeneration</li> <li>• Regional Growth Fund (RGF) South East Northumberland Business Growth Programme (£11.75 million) – indigenous enterprise and</li> </ul>

	<p>inward investment</p> <ul style="list-style-type: none"> <li>Northumberland Local Broadband Plan (£14 million) – broadband infrastructure.</li> </ul>
Evaluation	<p>By December 2012, 78% of the 527 individuals made redundant at RTA Lynemouth were in new employment, engaged in start-up/self-employed enterprise, in training, or retired.</p> <p>None of the suggested work detailed in the framework was taken forward. This was principally because the vast majority of the staff at RTA had already secured alternative and comparable employment; and the wider area had already secured a number of regeneration initiatives from the North East Local Enterprise Partnership, including Enterprise Zone status aimed at attracting new employment opportunities</p> <p>Distinctive features of the response to the RTA closure in Lynemouth include:</p> <ul style="list-style-type: none"> <li>The significant investment made by RTA in the support package directed to the affected workforce, paired with the ‘economic development and diversification’ funding and activity driven through the firm’s RED Programme.</li> <li>The emphasis placed on stakeholder engagement and communications by the Response Group; an emphasis seen by many involved as critical to the effectiveness of support efforts (their coordination and uptake).</li> <li>The emphasis placed on data collection and baselining by the Response Group when seeking to develop a tailored support framework able to function over the long-term. This is a direct response to the lack of data observed in relation to the comparator closure of Anglesey Aluminium</li> </ul> <p>Strategic Economic Impact Workstream oversaw three major pieces of analytical and research-based work. (1) These were a local economic indicators report (produced by the council’s Corporate Policy and Research Team), (2) an analysis of the economic impacts of closure (carried out under commission by St Chad’s College, University of Durham) and (3) research in to the economic, social, community and service delivery impacts of the closure (carried out under commission by St Chad’s College, University of Durham).</p> <p>Specifically, the <b>third element of research</b> was commissioned (financed through the Institute for Local Governance) to identify the likely wider and long-term economic, social and community impacts of the closure and where and when these might occur and their probably intensity in order to inform the design and delivery of public services. The research project was designed to scope out and define the basis for any future longitudinal research in to the economic, social, community and service delivery impacts arising from the closure.</p> <p>The research framework identified a number of priority areas:</p> <p>Priority 1: Optimal transition/resettlement of redundant workers  Priority 2: Raising skills levels in south east Northumberland  Priority 3: Support for the wider economy of south east Northumberland – other workers, supply chain firms and small businesses in employment and</p>

enterprise

Priority 4: Improving the life chances of young people in south east Northumberland

Priority 5: Maintaining and protecting the health and wellbeing of people in south east Northumberland

Priority 6: Support for families

Priority 7: Effective leadership and supporting local resilience

Priority 8: Building and supporting a vibrant third sector in south east Northumberland

### **Research Findings**

The project identified that the economic, social (i.e. family) and community impacts of closure add to the longstanding economic and social problems of the area. The impacts from closure 'layer up' on top of previous economic and social issues including the existing high levels of unemployment and deprivation, particularly youth unemployment. The report recommended a continued emphasis on early intervention and prevention in order to stop the spread and depth of negative impacts.

Three phases or 'waves' of impact are expected. These waves of impact can be categorised as short, medium (two years) and long-term, when the most persistent and negative impacts of closure emerge and patterns become set.

The persistent impacts of closure include long-term unemployment, wider impacts on physical and mental health, academic attainment, and levels of crime and domestic problems, all of which affect the lives of individuals and families, and cohesion within communities. These impacts have clear implications to both the demand for and delivery of services and are likely to present future additional downstream costs to the state.

The research presented strong messages around the impacts to health and to families, children and young people, and for the wider economic and social issues. Early intervention could mitigate these impacts. The report identifies the following significant issues:

### **Health impacts**

The report identified that the closure would have both short and long-term implications for health care provision which include:

- Mental health issues, stress, anxiety and the possible adoption of less healthy behaviours. Individually or combined, these could lead to reduced employability, chronic mental and physical health problems and possibly to increased rates of pensionable disability and hospitalisation.
- Possible negative effects on the ability of individuals to take on board information or to access employment or other support and/or training.
- Mental health of displaced workers seems to be most affected in the first twelve to eighteen months of redundancy. Physical health, which may have been high at the time of closure, declines over time.

### **Families, children and young people**

Increased levels of stress and financial hardship within the family can lead to:

- Negative effects on the levels of educational participation and attainment, aspiration and achievement. It should be noted that the evidence of closure impacts elsewhere shows that the loss of a father's job is more likely to impact directly on education, future employment prospects and income levels. The children of fathers on low incomes and with lower levels of education are most affected.
- Changes to the welfare support system and to the extent of provision of early years support are indicated to be affecting the affordability and availability of childcare. In turn, this may be impacting on employment possibilities and independence of individuals in work or seeking employment.
- Unemployment is known to have a particularly negative impact on young people and is understood in some cases to cause permanent damage to health. Unemployment in youth is known to contribute to the possibility of long-term unemployment for individuals and hence to trigger a range of associated implications.
- The resilience of families and communities is vital to their ability to recover and to help themselves. Everyone in a family is affected by redundancy: part of the problem and part of the solution. Families and community connections play pivotal roles in terms of support and securing a new job. Household members often make major changes in their own work and living patterns to compensate.

### **Wider economic and social issues and their impacts on service delivery**

It is likely that the impacts of the closure are intensified by the various symptoms of the current state of wider social and economic structures and the resultant 'big issues' that affect all people. These issues often involve complex challenges and require subtle and nuanced leadership to align multiple stakeholders and delivery agents to deliver effective services. Particular 'big issues' that arise from the occurrence of the closure within a particularly challenging national economic situation and which should be considered within the context of local service delivery include:

- The impact of the closure to the status quo and to the overall cohesiveness of the local community, reducing local resilience and the area's ability to pull itself together;
- The necessity for on-going support including employment training, income support and community support through a vibrant third sector;
- Existence of long-standing and long-term deprivation within communities local to the Lynemouth smelter, particularly employment deprivation;
- Uneven impacts of closure on the local labour market which could, in relation to particular neighbourhoods, create localities or groups of individuals where issues associated with worklessness intensify;
- Post-redundancy resettlement support may promote certain groups while excluding or disadvantaging others further.

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<b>Company</b>	<b>SSI UK (Sahaviriya Steel Industries)</b>
Type of Industry	Steelworks
Location	Redcar, Teesside, North East region, UK Population size at the time: 135,000
Event Background	<ul style="list-style-type: none"> <li>• Origins at Sahaviriya Steel Industries (SSI), Thai based company</li> <li>• Redcar plant was the second largest blast furnace in Europe</li> <li>• Previously owned by Tata Steel</li> <li>• The plant struggled with production and in 2010 Tata Steel mothballed it</li> <li>• SSI bought the plant in 2010 and restarted the production in 2011</li> <li>• SSI had been struggling for some time and had accumulated debt of USD\$1.4 billion</li> </ul>
Event	
<b>Year</b>	October 2015
Number of job losses	<ul style="list-style-type: none"> <li>• 2,066 - overnight closure, directly employed by SSI</li> <li>• estimated 849 job losses from 26 supply chains companies</li> </ul>
<b>Early warning</b>	
Change in workforce leading to event	<ul style="list-style-type: none"> <li>• In September 2015, SSI stopped production of iron in Redcar (couldn't compete with China production on the global market, and drop in steel prices)</li> <li>• Few days later, early October 2015 SSI went into liquidation, which resulted in immediate closure and immediate job losses.</li> <li>• Only the skeleton staff remained at the furnace for few more days but eventually, all staff was made redundant</li> </ul>
Announcement made (event)	<ul style="list-style-type: none"> <li>• It was a sudden, overnight closure</li> </ul>
Impact assessment	Long term study was commissioned by the Government to assess the impact of closure on the local economy. The study will measure type and salary levels of new employments and whether people needed to move outside of the area for alternative employment.
Response mobilised	<p>CEO of Redcar and Cleveland Borough Council was asked to chair a Task Force, which commenced already in September 2015 with the intention to plan ahead for the upcoming redundancies and put early support in place. On their second meeting as a task force overnight redundancies and SSI closure was announced.</p> <p>The aim of the Task Force was to provide support to affected workforce, local businesses, community and wider economy.</p> <p>Taskforce brought together key partners: council leaders, local business, MPs, local agencies and stakeholders. Members were experienced in dealing with redundancies.</p> <p>It was a rapid and coordinated approach with targeted support. Taskforce was supported by additional 5 work streams to oversee the practical implementations of the work and funding streams:</p>

	Workforce, Supply Chains, Economic Stimulus, Site and Communications.
<b>Intervention - individual</b>	
Re-employment support	<ul style="list-style-type: none"> <li>• Rapid Response Service set up within days to provide one-to-one support and advice</li> <li>• Job Centre Plus Rapid Response service mobilised</li> <li>• Job Fair organized within a week of closure announcement</li> <li>• A Support Hub set up to provide advice with: benefits, job search, finance, health and well-being</li> <li>• Telephone helpline set up</li> <li>• Within four days Advice Booklet was published, titled "Moving Forward"</li> <li>• A wage subsidy scheme was created to encourage businesses to employ former SSI workers, supply chain workers and their spouses. This would cover 2 years payment.</li> <li>• Business start up and advice grant</li> <li>• Short term and long term courses were provided in: Construction Plant Competence Scheme training (CPCS) Heavy Plant and Crane, Offshore Training, Forklift and Large Goods Vehicle (LGV) Driving, Site Safety Passport, Slinging and Rigging, Rope Access</li> <li>• Those who were Apprentices in SSI before the closure, were given 100% cover of funding for alternative local employers to help them complete their full training</li> </ul>
Uptake	<ul style="list-style-type: none"> <li>• 1,500 individuals attended the Job Fair, along with 50 local employers offering 1,000 vacancies</li> <li>• It was estimated that 500 workers did not register on any benefits uptake. It was assumed that either they found alternative employment or went into retirement</li> <li>• Telephone line received over 5,000 calls</li> <li>• Support Hub provided support for over 3,000 people within 3 months</li> <li>• Out of 849 supply chain workers, taskforce was able to find contact for 600, for whom 530 were able to come off benefits</li> <li>• Out of 2,150 of former SSI and Supply chain workers who initially claimed benefits, one year later 93% (1,990) moved off benefits into either alternative employment, or started their own businesses, or training</li> <li>• 50 apprentices were secured alternative employers to complete their training</li> </ul>
Financial Support	<ul style="list-style-type: none"> <li>• Government funding of £80 million</li> <li>• Out of this, £30 million was allocated to statutory redundancy payments for affected workforce</li> <li>• Remaining £50 million was to support supply chain companies, help people to get back into employment, support start up businesses, provide training and</li> </ul>

	<p>placements for Apprentices</p> <ul style="list-style-type: none"> <li>• <b>Business Support Fund</b> to provide grant support to encourage local businesses to create new job opportunities, also to help supply chain businesses to overcome loss</li> <li>• <b>Business Start up advice and grant</b> – one-to-one advice to cover business planning, marketing, finances. Open to ex-SSI workers and supply chain. Grants up to £10,000 available for start up costs.</li> <li>• £10 million provided for training short term and long term courses</li> <li>• <b>Safety Net Fund</b> was available to families of ex-SSI workers. This provided financial support for families experiencing financial pressures, such as car loans, everyday living costs and mortgage payments.</li> </ul>
Uptake	<ul style="list-style-type: none"> <li>• Safety Net Fund supported 373 Households</li> <li>• SSI Fund created 821 new jobs and safeguarded 410</li> <li>• The Redundancy payment service made 2,030 payments and 1,960 protective award payment.</li> </ul>
Health and wellbeing support	<ul style="list-style-type: none"> <li>• Health and wellbeing support was part of the advice provision of the Support Hub</li> <li>• Extra funding for mental health support was also put in place</li> <li>• Contacts for workers were obtained with support from the Unions and Job Centre Plus. <b>A contact database was created, called “Keeping in touch”,</b> encouraging people to register for updates about support, advice, vacancies</li> </ul>
Uptake	<ul style="list-style-type: none"> <li>• <b>“Keeping in Touch”</b> - More than 1,300 people still receive regular email bulletins with information about job vacancies, support available and relevant events such as Jobs Fairs and exhibitions</li> </ul>
Diversity (e.g. older workers, NEETs)	<ul style="list-style-type: none"> <li>• Attention was given to supply chain workers, families</li> </ul>
Push and pull of communities	
<b>Intervention - family</b>	<ul style="list-style-type: none"> <li>• <b>Free Family Steel Fun Days</b> were organized to celebrate the historical heritage of the area</li> <li>• <b>Safety Net Fund</b> (available for families to meet their daily household expenses and Bills)</li> </ul>
<b>Intervention - Community</b>	<ul style="list-style-type: none"> <li>• Redcar Athletic Football Club – provided support – A community driven initiative, <b>a drop-in centre</b> set up for ex-SSI workers to provide each other mutual support.</li> </ul>



	<p>Community had the opportunity to shape the programme of the centre and what they would like to see provided at the centre.</p> <ul style="list-style-type: none"> <li>• <b>Free Family Steel Fun Days</b> were organized to celebrate the iron and steel heritage of the area and to create an annual fun-day. These included activities such as: It's a Knockout competition, falconry displays, clowns, stilt walkers, circus workshops, dance troops.</li> </ul>
Evaluation	<ul style="list-style-type: none"> <li>• <b>Follow up:</b> in September 2016, task force carried out a digital survey to assess workers current employment status, salary levels and also job satisfaction and what future help they might need - 570 responses were received.</li> </ul> <p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>• Task force was able to follow up only those supply workers who have made benefit claims or who have received support.</li> <li>• Demands for training provision meant extra funding resources had to be re-allocated and also extra staff recruited to meet the demands.</li> <li>• Training was found critical in securing further employment for ex-workers, as many were trained in-house and did not have the necessary qualification.</li> </ul>

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## 1.5. Case Studies - Wales

<b>Company</b>	<b>Anglesey Aluminium (AA)</b>
Type of industry	Aluminium smelter
Location	Holyhead, Anglesey in North Wales (population 11,400)
Event background	<p>AA was a long-established major employer (opened 1971) providing very favourable pay and employment conditions relative to other employers on Anglesey. Holyhead had experienced long-term economic problems, and during a time of global financial and economic crisis, the closure of such a major employer providing well paid secure employment had a huge social impact.</p> <p>The main reason cited for the event was that the plant could not secure a cheap energy deal due to the planned closure of the local Wylfa nuclear power station scheduled for 2014 (the other big employer in the area, so some workers would have been made redundant from Anglesey Aluminium (AA) and then again from Wylfa). At its height AA was the biggest user of electricity in the UK. The industry was facing pressure from global downturn in aluminium production, and competition from globally based companies e.g. in China.</p>
<b>Event</b>	
Year	September 2009
Number of redundancies	Smelter employing 540 downgraded to a 're-melt facility' employing 90 (loss of over 400 jobs), with knock-on effects for 26 suppliers, as British companies working with aluminium struggled to source the metal. The plant fully closed down losing the remaining 90 workers in 2013.
<b>Early warning</b>	<p>AA closed down in the context of the global financial and economic crisis, which had major social and economic implications and challenges for the wider community in the area. Other factors were changes in increase regulation for climate change, rising energy prices, and cheaper global production costs.</p> <p>Initially a Special taskforce was formed, offering the company £48 million of assistance for a four year period, but this was refused.</p>
Change in workforce leading to event	1,350 people worked at AA prior to the 1980s.
Announcement made (event)	All redundancies were made in one go.
Impact assessment	
Response mobilised	The Anglesey Aluminium Community Action Group was convened on 3 <sup>rd</sup> June 2009, led by Welsh Government and Anglesey County Council. Terms of reference for the Group focused on mitigation of impact. Initial action was a Retraining & Reskilling Sub-Group focussing support on direct and supply chain workforce. Subsequent activity included a focus on inward investment.
<b>Intervention - individual</b>	
Re-employment support	The redundancy package extended to the workforce included guidance from a 'Careers Wales' advisor, access to an assigned consultant from DBM (outplacement suppliers), access to a career centre staffed by DBM, independent financial advice, and presentations from Jobcentre Plus on Job Seekers Allowance (JSA), as well as an employee assistance programme comprising telephone and online assistance.

	<p>a) Re-training and Re-skilling Citizens Advice Bureau (CAB) provided support with re-training with admin/office related skills such as customer service, admin/typing etc.</p> <p>b) Support for special employment and training support services given to 26 suppliers.</p> <p>c) Advice, information about re-training, setting up own business was given on site with team of Career Wales, Job Centre Plus, and business support team. DBM also ran workshops on 'Career Continuation', 'Start Your Own Business' and 'Active Retirement'.</p> <p>Workers were assisted through this process to devise a training plan based on their skills experience, aspirations and the job market locally and were then eligible for up to £2,500 per employee retraining funding whilst they were under notice of redundancy and a further up to £1,500 training funding which was available to a new employer being an incentive to employ these individuals. A significant number of employees were in receipt of one or both of these benefits under the React scheme.</p>
Uptake	<p>The business support workshops organised for 70 staff who were interested in setting up own business.</p> <p>Evidence 18 months after the closure suggested that most workers who sought new employment got it, though this is not characterised, other than to say that much of the available work was less well-paid than AA – the quality of employment available in the area was nowhere near the same high skill level of workers, and at a lower level than the training Welsh Government funded, resulting in a mismatch in skills and jobs. However, tracking of those made redundant was poor, with poor information gathering noted. Nevertheless, commentary suggests good practice in the form of the initial redundancy package, even with negative perception of the initial aid offer.</p>
Financial Support	<p>A core of redundancy package available to Anglesey workers was funded by ReACT (Redundancy Action Scheme).</p> <p>Job Centre Plus were on-site close to the closure date to deliver presentations with advice on how to claim JSA. Group presentations were backed up by individual sessions, on request, to assist employees who had queries about mortgage relief and the impact of not claiming on their state pensions.</p> <p>AA engaged Close Wealth Management (independent financial advice) who attended site and delivered presentations to groups of employees. In addition to this employees were then able to request one to one sessions with an Independent Financial Advisor (IFA). These were normally conducted at the home of the employee to ensure involvement of spouses.</p>
Uptake	
Health and wellbeing support	<p>No formal health and wellbeing support, however, AA had in place an employee assistance programme supplied by an external company with telephone and online assistance to help workers deal with difficulties which may be faced in the circumstances. The facility continued after employment ceased. A database was set up to maintain contact with employees, allowing</p>

	<p>new opportunities to be made available to ex-employees.</p> <p>Broader informal wellbeing support on rights and legal entitlements, financial capability, and welfare benefits advice was provided by the Citizens Advice Bureau (CAB) on an ad hoc basis (if individuals or family members contacted CAB directly), but no formal process was in place.</p>
Uptake	
Diversity (e.g. older workers, NEETs)	
Push and pull of communities	
<b>Intervention - family</b>	
<b>Intervention - Community</b>	
Evaluation	<p>It was concluded that many AA ex-workers were facing the paradox of being too overqualified but underemployed.</p> <p>Some workers took up retraining/re-skilling opportunities – but often these were insufficient to meet the type of employment that was available.</p>

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<b>Company</b>	<b>BP Amoco</b>
Type of Industry	Oil Refinery
Location	Llandarcy, Skewen in the County Borough of Neath Port Talbot (NPT), Wales (county population 140,992)
Event Background	<ul style="list-style-type: none"> <li>• First UK Oil Refinery</li> <li>• Originally an Anglo-Persian Oil Company, which began production in 1921.</li> <li>• It was instrumental in establishing Port Talbot steelworks and BP's petrochemical complex at Baglan Bay</li> </ul>
Event	Closure of Llandarcy site
Year	In 1997 company announced plans to close Llandarcy site by August 1999
Number of job losses	227 employees at the time plus 25 suppliers attached to the company at the Llandarcy site
<b>Early warning</b>	
Change in workforce leading to event	<ul style="list-style-type: none"> <li>• At its peak, BP had workforce of 2,600 employees in 1960s, and this number declined gradually thereafter</li> <li>• Overall, BP company went through three redundancy periods in 1984/86; 1992/93 and 1997/99</li> <li>• In 1985, redundancies occurred with 750 job losses, during the closure of the main fuel division. At the time this was happening in the context of major job losses in Welsh coalmining and steelmaking industry</li> <li>• In 1992/93, 150 redundancies took place</li> <li>• In 1997, due to high competition in speed of production in Europe and America, after extensive studies, BP took a decision to close Llandarcy site by August 1999.</li> <li>• In 1997 when the closure was announced there was 269 employees employed at the site.</li> </ul>
Announcement made (event)	<ul style="list-style-type: none"> <li>• It was a phased closure, decision to close Llandarcy site by August 1999 was announced in 1997. Employees had 2 years to transition into alternative employment.</li> <li>• Company arranged an all staff meeting on the site to announce the closure. Local MPs were also notified. The information accidentally leaked into media which meant many workers found out about their job losses through the press (38%).</li> <li>• BP company engaged and communicated with the local stakeholders about the upcoming closure</li> <li>• Closure in 1997 was followed by an appropriate selection process, supported by trade unions, using clear and verifiable criteria.</li> </ul>
Impact assessment	BP commissioned Swansea University to undertake an economic and social impact analysis of the Llandarcy site closure on the local economy and local area.
Response mobilised	<p>BP as a multi-national company mobilised support package for their employees and supply chain workers and also provided financial resources for regeneration and recovery of the Llandarcy site.</p> <p>A steering committee of stakeholders (Welsh Development Agency) was set up and offered assistance to suppliers.</p>
<b>Intervention - individual</b>	

Re-employment support	<p><b>BP as a socially responsible company provided support with securing new employment, this included:</b></p> <ul style="list-style-type: none"> <li>• Skill assessment, CV writing and job search support</li> <li>• BP brought in external recruitment consultants for extra support</li> <li>• Access to employment agencies based locally</li> <li>• Onsite resource centre</li> <li>• Help with interview training and presentation skills</li> </ul> <p><b>Support offered by BP to suppliers included:</b></p> <ul style="list-style-type: none"> <li>• Expert advice on future business strategy</li> <li>• Access to job search and counselling services provided for all BP workers</li> <li>• BP offered references to prospective clients within BP and to outside groups too</li> </ul>
Uptake	<ul style="list-style-type: none"> <li>• Out of 269 workers employed at the site when closure was announced, 176 moved on successfully by 1999.</li> <li>• But this was of lower quality than their previous BP position (lower pay and often required commuting)</li> <li>• Many workers aged over-50 took early retirement (38%)</li> <li>• Ex-workers found employment related packages useful</li> <li>• The support of BP was very well received by the suppliers</li> </ul>
Financial Support	<ul style="list-style-type: none"> <li>• BP set aside £40 million to clean up the site</li> <li>• £5 million for community benefits and social regeneration activities</li> </ul> <p><b>In attempt to mitigate the socio-economic impact of the closure, BP company set up several initiatives :</b></p> <ul style="list-style-type: none"> <li>• BP D’Arcy small Business Loan Fund - providing support to small business with finances and premises</li> <li>• Llandarcy Park Hotel and Leisure Development to create 80-100 jobs was well received</li> <li>• Community investment fund - lack of consultation in setting up the fund with the community</li> <li>• Financial counselling was offered on a group basis, as well as opportunities for individual session with financial counsellor</li> </ul>
Uptake	<ul style="list-style-type: none"> <li>• By March 1999, 71 businesses were registered with BP D’Arcy Development, employing 800 individuals</li> </ul>
Health and wellbeing support	<ul style="list-style-type: none"> <li>• Counselling (individual and group) to help to come to terms with the closure</li> <li>• Confidential counselling (stress) service available for the employees and their partner, also to help with coming to terms with redundancy experience</li> </ul>
Uptake	<ul style="list-style-type: none"> <li>• At the time, counselling was reported to be found of little help to workers</li> </ul>
Diversity (e.g. older workers, NEETs)	<p><b>Detailed assistance was offered to suppliers:</b></p> <ul style="list-style-type: none"> <li>• All the support available to BP employees was open to associated supply chains workers, plus BP provided expert advice on future business strategy</li> </ul>

Push and pull of communities	<ul style="list-style-type: none"> <li>• BP provided support with remediation of the site and returning the land to social use</li> </ul>
<b>Intervention - family</b>	<ul style="list-style-type: none"> <li>• Not a lot of support was available for spouses/wives</li> </ul>
<b>Intervention - Community</b>	<ul style="list-style-type: none"> <li>• Community Investment Fund was set up to support job creation, young people's development and also community enhancement (£5 million)</li> </ul>
Evaluation	<ul style="list-style-type: none"> <li>• An evaluation study (Barney et al, 1999) of 229 individuals who were made redundant from Llandarcy site reported that lack of communication and information sharing between support agencies and BP Human Resource staff caused some workers had insufficient information on support available, leading to inefficient job search strategies.</li> <li>• Overall, most workers surveyed in the evaluation assessment reflected that BP's action had been carried out with integrity.</li> <li>• However, BP as an employer was criticised for little help provided to the employees once workers have left.</li> <li>• As part of the evaluation study, a community survey of 553 individuals living in the affected area (Neath Port Talbot, Swansea) reported that BP had very poor engagement with the local community who live in the area.</li> </ul>

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<b>Company</b>	<b>Corus Plc.</b>
Type of Industry	Steel industry
Location	Ebbw Vale, Blaenau Gwent, Wales, UK
Event Background	<p>The first iron made in Ebbw Vale was in 1790, at a time when iron was being produced along the entire Heads of the Valleys area. This is where the South Wales coal field came to the surface producing all the raw materials needed for making iron - limestone, wood (charcoal), coal and iron ore. Iron works sprang up from Aberdare in the west to Blaenavon in the east.</p> <p>From the middle of the 19th century the Ebbw Vale Steel, Iron and Coal Company ran the works until 1929, when lack of orders and depression finally shut down 99% of the works, throwing many skilled workers on to the dole.</p> <p>By 1934, unemployment in Ebbw Vale stood at 54% out of a population of 31,000, with many able bodied workers having moved out of the valley to find employment elsewhere.</p> <p>In 1935, the government of the day decided that massive help must be made to the district and encouraged a tin plate manufacturer called Richard Thomas to buy the entire site and re-develop it. He imported the latest technology and developed the site in to a new, modern, integrated steelworks.</p> <p>Production was boosted by the introduction of this mill, actually reaching and surpassing a target of 600,000 tons annually by 1948. Many immigrant workers arrived from other areas of Wales and the UK, creating a huge workforce.</p> <p>In 1964, over 10,000 were people employed there. By 1967, 14,500 people were employed in the works in and around Ebbw Vale</p> <p>When the steel industry was nationalised in 1967, the works became part of the British Steel Corporation (BSC). In 1995, the second electrolytic tinning lines (ETL2), was closed down.</p> <p>In 1999 the works became Corus.</p>
Event	
<b>Year</b>	2001
Number of job losses	780 in total, of which 150 were redundancies and 300 staff were transferred to other Corus plants
<b>Early warning</b>	
Change in workforce leading to event	<p>In 1999, Corus had 32,800 UK employees and announced that by 2003 this would be reduced to 22,000.</p> <p>In July 2000: The first wave of 1,300 job losses in South Wales (Port Talbot, Llanwern and Ebbw Vale) and in October 2000, 261 more in Ebbw Vale.</p>
Announcement made (event)	In early 2001 it was announced that due to poor market conditions and major restructuring, 6,000 job losses would occur across England and Wales. This meant 3,000 losses in Wales. The areas of Wales affected were; 1) Deeside in North Wales; 2)

	<p>the communities taking the brunt of the losses in South West Wales at Gorseinon and Port Talbot; and 3) finally that part of South East Wales most affected by the rundown of the plants at Ebbw Vale and Llanwern.</p> <p>Unions with support of Welsh and UK government secured a moratorium to explore opportunities for potential buyers but the company refused the proposals and confirmed closure.</p> <p>The closure of the Ebbw Vale plant was in two stages, with half the near 900 workforce leaving just a few weeks after confirmation of the closure, on 1<sup>st</sup> February 2001, with the remainder (400) departing when the plant finally closed in July 2002. A small section of the workforce remained on site between July 2002 and February 2003 to organise and carry out its decommissioning.</p>
Impact assessment	<p>Report By Blaenau Gwent Regeneration Programme was commissioned covering extensive programme of research and consultation.</p> <p>Due to the buoyancy of the local economy, Corus workers in other areas in Wales were expected to find a wide range of alternative job opportunities open to them compared to their colleagues in the other parts of Wales, with Ebbw Vale at the other end of the scale.</p>
Response mobilised	<p>The <b>All Wales Steel Taskforce</b> was set up by the Welsh Assembly Government and Chaired by the Deputy First Minister.</p> <p>The Task Force members were Welsh Assembly Government, workers, unions, local communities, and representatives from the private sector, the Employment Service, Education and Learning Wales (ELWa), Welsh Development Agency (WDA), Careers Wales, local authorities, the Iron and Steel Trades Confederation (ISTC).</p> <p>The aim was to devise a strategy for mitigating the impact on local economies and the local communities that were so dependent on the steel works and their supply chains.</p> <p>The National Assembly initiated a preparation of local regeneration Blaenau Gwent Regeneration Programme, for Blaenau Gwent and Newport and other areas affected. This area of South East Wales - Blaenau Gwent in particular - was felt to need significant help. £76 million worth of measures announced by the First Minister in Wales to help the individuals and communities affected.</p> <p>Two complimentary programmes were commissioned: The Newport Regeneration Programme and the Five Counties Regeneration Framework. Longer term, investment into infrastructure was undertaken to improve North South transport links between Ebbw Vale and the M4 corridor. As part of</p>

	regeneration initiatives: Heads of the Valleys Road (£300 million was invested through European Structural Fund (ESF) co-funding, to upgrade the A465 road into a dual carriageway) to improve infrastructure and connectivity.
<b>Intervention - individual</b>	
Re-employment support	<p><b>Redundancy package per worker</b> - £2,500, drawn from the European Coal and Steel Community funds</p> <p>Employment Service has had on site job shop in Ebbw Vale - advice centre to provide advice on job vacancies, job search, benefits enquiries</p> <p><b>Re-training support:</b> Unions and Corus jointly applied for ESF funds to support a training package for workers facing redundancy, and provision was made for extra employment and training provision for contractors plus workers' families and those in the supply chain.</p>
Uptake	<p>Some workers secured cross matches in other Corus Plants. Some workers that chose to leave before the selection process was completed, and looked for work elsewhere before the job market was over saturated, were penalised by not being eligible for redundancy pay.</p> <p>Advice centre at Ebbw Vale site received : 445 callers in 2001, out of these:</p> <ul style="list-style-type: none"> <li>• 155 job searches were carried out</li> <li>• 80 Benefits enquiries</li> <li>• 69 Pension Forecasts</li> <li>• 66 training enquiries</li> </ul>
Financial Support	<p>Government Aid package</p> <p>The Secretary of State announced a total (UK) package of support worth £140 million. This included £76 million worth of measures announced by the First Minister in Wales to help the individuals and communities affected. The support announced in Wales was administered by the All Wales Steel Task Force.</p> <p>Key elements of the package were:</p> <ul style="list-style-type: none"> <li>• lump sum payment of £2,500 each to redundant workers, benefiting up to 12,000 steel workers;</li> <li>• training opportunities and support for individuals from the Employment Service;</li> <li>• package of regeneration measures worth £48 million in England and a similar package for Wales;</li> <li>• Joint government-union bid for £2.5 million of European Union funding to offer support, advice, skills analysis and retraining prior to workers leaving Corus, with the company also contributing to the programme.</li> </ul>

	<p>Unions and Corus jointly applied for ESF funds to support a training package for workers facing redundancy.</p> <p>Additional money was allocated to provide training tailored to the precise requirements of the individuals concerned</p> <ul style="list-style-type: none"> <li>• Immediate access to training in place of the normal qualifying period of six months unemployment;</li> <li>• Help for those who are in a position to train while under notice of redundancy;</li> <li>• Short up-skilling courses linked to the current demand;</li> <li>• Customised training to help people move from the steel industry to jobs in other sectors;</li> <li>• Incentives for some employers to recruit Corus workers.;</li> <li>• Training to help with business start-ups; and</li> <li>• Special help to remove barriers to work such as travelling, the cost of child care and such like.</li> </ul>
Uptake	
Health and wellbeing support	
Uptake	
Diversity (e.g. older workers, NEETs)	<p>An Employment Credit for the over-50s going back to work.</p> <p>Support to regional development agencies for local regeneration schemes.</p>
Push and pull of communities	
<b>Intervention - family</b>	<p>Special help to remove barriers to work such as travelling and the cost of child care.</p> <p>Unions and Corus ESF funds to support training with provision made for extra employment and training provision for contractors, plus workers' families, and those in the supply chain.</p>
<b>Intervention - Community</b>	
Evaluation	It was reflected that unions were unprepared for the closure announcement

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Company	Tata Steel
Type of Industry	Steel industry
Location	Port Talbot town, in the County Borough of Neath Port Talbot (NPT), Wales (county population 140,992)
Event Background	<p>Redundancies were announced following media reports of falling steel prices caused by global competition from the slowing of economic growth in China over the preceding two years that contributed to a decline in local demand for steel and leading to a surplus of steel on the international market, leading to a collapse in steel prices.</p> <p>Other barriers facing steel production at Tata, include:</p> <ul style="list-style-type: none"> <li>• UK Energy prices and environmental regulation</li> <li>• EU Action against trade practices, such as ‘dumping’ of steel, and market economy status for China</li> <li>• Business rates, which are a fully devolved issue in Wales, making Welsh plants less competitive than their EU competitors as they include plant and machinery</li> <li>• Public procurement of steel</li> <li>• Pension Fund Liability from British Steel</li> </ul> <p>Tata is the second largest steel producer in Europe and in the global top ten. Tata Steel’s biggest plant is Port Talbot, South Wales, an integrated steelmaking plant producing slab, hot rolled, cold rolled and galvanised coil. The total economic impact of Tata (combined sites) was £3.2 billion in Wales per year, with a supported gross value added of £1.6 billion. Tata contributes £200 million in wages into the Welsh economy each year, and each job at Tata supports an additional 1.22 jobs throughout the Welsh economy. It was estimated in 2011 that Tata steel contributed 8% to the Welsh economy, and was identified as one of the largest private sector contributing to Welsh economy, in terms of direct employment, indirect and supply chain impacts, and in the importance of its outputs in other UK manufactures. It is a big employer in the area, paying salaries that are more than double the minimum wage. Tata also supports an estimated 10,000 full-time equivalent jobs off-site.</p>
<b>Event</b>	Redundancies and threat of sale
Year	April 2016
Number of job losses	<p>550 (of 750 proposed) redundancies were made at Port Talbot in 2016</p> <p>Some associated local businesses shut down, leading to 50-60 employees made redundant</p>
<b>Early warning</b>	
Change in workforce leading to event	<p>1902: The first steelworks at Port Talbot is founded</p> <p>1923: A second plant is built in NPT (Margam)</p>

	<p>1947-1953: The third Port Talbot plant is built and becomes part of Steel Company of Wales. The works employ around 18,000.</p> <p>1967: British Steel is formed from 14 different firms as the industry is nationalised.</p> <p>1980: British Steel announces 6,500 job losses with the closure of blast furnaces at Shotton after 78 years. More heavy job losses at Port Talbot and Llanwern.</p> <p>1988: British Steel is privatised and becomes part of Dutch-owned Corus in 1999.</p> <p>2001: Corus announces 6,000 UK job losses - a fifth of its workforce, including with 780 job losses at Corus Ebbw Vale, although 300 workers move to other plants (see Ebbw Vale Corus case study).</p> <p>2007: Corus bought by Tata Steel, India</p> <p>2012: November, due to restructuring, Tata Steel Europe announced 900 job losses in its UK plants.</p> <p>2014: Tata blames high business rates and energy costs for 400 job losses at Port Talbot. Company acquired significant debt of £13 billion</p> <p>2015: Tata Steel reported a turbulent year due to Chinese exports and high energy costs but Port Talbot produced an all time record of 4.19m tonnes of hot metal while the hot strip mill hit speed-of-work records.</p> <p>In August, it mothballs part of its Llanwern plant for the third time in six years, with 250 job losses.</p> <p>Welsh Government offered Tata a financial package to support turnaround, of £60 million: a £30 million loan, £30 million for environmental improvements for various projects and up to €2 million for skills and training.</p>
Announcement made (event)	<p>2016: January, TATA announced that 1,050 job losses to be made at the Port Talbot site (of 4,400 employees)</p> <p>In February, Tata recorded loss of £68 million</p> <p>On 29<sup>th</sup> March, Tata announced the decision to sell its UK assets, including Port Talbot</p> <p>In April, Tata announced a new CEO</p>

	<p>On 26<sup>th</sup> April, Government offered to take 25% stake of Tata UK's operations and offered other financial support such as through loans, and loan guarantees, as part of a package of support worth hundreds of millions of pounds made available to potential buyers of Tata Steel UK</p> <p>By June, most of the 750 (of the original 1,050) redundancies had been made.</p> <p>In July, the sale was put on hold, prolonging the period of uncertainty for those employed at TATA</p> <p>In October, Tata announced a new interim chairman.</p> <p>On 7<sup>th</sup> December, an agreement was reached by Tata Steel and the Trades Unions on the future of the Port Talbot works. Following this Welsh Government announced a series of major investments as part of an ongoing programme of support to secure the long term future of the Tata Steel works in Wales. This includes £8 million towards an £18 million investment in the power plant which will reduce energy costs and cut carbon emissions at Port Talbot, together with plans for a new research and development base in Swansea, as well as agreeing with Tata Steel a £4 million investment in skills across all Tata plants in Wales.</p>
Impact assessment	<p>The Local Health Board scoped what wellbeing support was needed in the face of redundancies and threat of closure of the Port Talbot steel works, for example, mapping out what community support resources (assets) were already existing in the area, such as third sector support organisations and other assets; attending events and job fairs, and implementing existing local health services.</p>
Response mobilised	<p>A Taskforce was convened immediately after announcement of downsizing, chaired by Welsh Government. Representatives included Tata Steel; Trade unions: Unite, Community Union, Multi-union; National Government, Welsh Government; Local government: Neath Port Talbot County, Borough Council, UK government Wales Office, Department of Business Innovation and Skills; Public Health: Abertawe Bro Morgannwg University (ABMU) Health Board, Business sector: UK Steel Enterprise, CBI (Confederation of British Industry), Industry Wales; Education: Careers Wales, Job Centre Plus, Neath Port Talbot College; and the Chair of the Murco Task Force</p> <p>Four streams were identified by the Task Force 1) training and skills, 2) business support and supply chains, 3) health and, 4) procurement.</p> <p>The health stream was led by the Tata Health subgroup, and focused on gathering and sharing information about the personal</p>



	<p>support available to individuals (workers) and their families and ensuring that information and support is easily understandable and accessible. The stream was led by a multidisciplinary team chaired by ABMU Health Board and represented by Tata Steel; Public Health Wales, Research and International Development Directorate; Trade unions: Unite, Community Union; Welsh Government Programme; Local government: Neath Port Talbot County Borough Council, Bridgend County Borough Council; Department of work and pensions; Academia: Swansea University; South Wales Police; Voluntary community groups: Swansea Council for Voluntary Service, Bridgend Association for Voluntary Organisations, Neath Port Talbot Council for Voluntary Service.</p> <p>The Unions were active in advocating for workers (redundant and retained)</p>
<b>Intervention - individual</b>	
Re-employment support	<p>Tata organised advice including job seeking support and CV writing</p> <p>ABMU also offered employment opportunities to some of former Tata employees, and were involved in job fairs.</p> <p>Support was provided to Tata workers through the Training and Skills work stream, opened up to workers in the supply chain. Support was been provided by a wide range of organisations including the Money Advice Service, UK Steel Enterprise, local voluntary organisations and HMRC. On site presence by Job Centre Plus continued through until the end of July 2016, including job fairs. Careers Wales had carried out partnership presentations and worked on a one-to-one basis with a number of Tata and known subcontractor employees.</p> <p>Through Business Wales, 30 companies have been offered specific support and 24 companies participated actively in that support, whilst some companies have asked that the support offered be deferred given their specific circumstances and business challenges.</p> <p>The Welsh Government established the Port Talbot Waterfront Enterprise Zone in response to the job losses announced in January 2016.</p>
Uptake	Lower than expected numbers of people attended the job fair thought to be due to poor promotion
Financial Support	Welsh Government provided access to ReACT funding to those made redundant, to access re-training funds to access training costs up to £1,500 per person.
Uptake	
Health and wellbeing support	Health taskforce engaged with Human Resource (HR) team at

	<p>TATA company to raise awareness about impact of uncertainty and job stability on health of their employees and to ask them to collaborate.</p> <p>Health subgroup organized open access to existing health board initiatives and staff's well-being programmes. Measures included advertising the availability of: In-Work support for worker facing redundancy, to help with stress, a dedicated webpage sign-posting available support services and leaflet, presence at job fairs, and actively supporting communities.</p> <p><b>Leaflet</b> of local support services was created and distributed with unions help to the affected workforce, as well as across GP surgeries, local community centres etc.</p> <p>A <b>webpage</b> was set up that pointed workers and affected people towards support services, such as Wellbeing through work, and local and national financial, housing, domestic violence and abuse, substance abuse, and employment support services.</p> <p><b>In-Work Support programme</b> was open to all employed people living in ABMU Health Board area. Accessible programmes focused on physical and emotional health issues, such as:</p> <ul style="list-style-type: none"> <li>• Stress</li> <li>• Low mood</li> <li>• Conflict</li> <li>• Fear of losing work</li> <li>• Constant worry and uncertainty</li> <li>• Muscle or joint pain</li> </ul> <p>And telephone or face-to-face support on:</p> <ul style="list-style-type: none"> <li>• Help develop coping skills for managing stress, worry and low mood</li> <li>• Advise about reasonable adjustments, accessing support to deal with specific health issues and managing conflict in the workplace</li> <li>• Deliver advice, guidance and support for managing muscle and joint problems</li> </ul> <p><b>Wellbeing Through Work programme:</b> Bespoke sessions were offered just for TATA employees, and for the community, in local community venues</p>
Uptake	
Diversity (e.g. older workers, NEETs)	The Health subgroup made extensive efforts to identify supply chain workers and family members of the affected workers to also offer support, with help of social media, website, unions,

	community centres.
Push and pull of communities	
<b>Intervention - family</b>	
<b>Intervention - Community</b>	The Health subgroup established partnership with local third sector organisations and used the resources already locally available such as Samaritans, Women’s Aid, Shelter and community centre.
Evaluation	It was difficult to map out the scope of the impact and the services being attended at the time

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