

Qualification: CIPD Diploma in Applied Human Resources

Contributing to resourcing and talent planning within the organisation.

Student Name: Paul Bennett
Student Number: 1905437
CIPD Membership Number: 55439410

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Word count 2792

Signed: P.Bennett
Date: 20.05.2021



%

Record of Evidence

Appendix 1	Cascade training record
Appendix 2	Castle we are hiring video
Appendix 3	Extract from HR succession planning meeting
Appendix 4	Indeed screen shot
Appendix 5	Contracted hours report
Appendix 6	Email and letter to employee
Appendix 7	Script
Appendix 8	Progress Spreadsheet
Appendix 9	Witness testimony
Appendix 10	Redundancy Policy
Appendix 11	Age demographics
Appendix 12	Labour turnover
Appendix 13	Skill Matching
Appendix 14	Email To management team

Candidate name: Paul Bennett			
Qualification title: CIPD L5			
Unit code	Unit title	Assessment criteria no.	Evidence description
	Contributing to resourcing and talent planning within the organisation.	1.2 AP1	Cascade training page
		2.1 AP2	Castle we are hiring video
		2.1 AP3	Extract from succession planning meeting
		2.1 AP4	Indeed job listings page
		3 AP5	Contracted hours report
		3 AP6	Email and Letter
		3 AP7	Script
		3 AP8	Progress spreadsheet
		3 AP9	Witness testimony
		10 AP10	Redundancy Policy
Candidate declaration:			
• I confirm that the work/evidence presented for assessment is my own unaided work. • I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action. • I agree to this work being subjected to scrutiny by textual analysis software if required. • I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998. • I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records. • I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.			

1.1

Assess how and to what extent the organisation undertakes workforce and talent planning.

Castle Leisure until two years ago had no formal talent planning activities. This changed when the new Director of people joined the organisation. CIPD, (2018) work force guide discuss two approaches to workforce planning, Strategic and Operational planning. As the organisation is still in the early days of its workplace planning journey, it was decided that the correct approach would be the shorter approach which the organisation could achieve in under twelve months.

This method of planning involves the straightforward easy to gather information:

- Know the organisational strategy for the coming year.
- Identify the skill gaps.
- Number of people need to fill the short-term gaps.
- Recruitment.
- Training.

The organisation has spent considerable time and resources in bolstering the senior head office team. The organisation has a redundancy built into every job role, so if the training manager leaves the training officer could in realistic terms just take over. This methodology was used in all senior roles and works very well.

During monthly succession planning meetings, it was decided to roll out this methodology to all middle manager roles.

1.2

Analyse internal and external information relating to the organisation's future people and skills needs and the availability of talent.

The organisation uses HR software made by IRIS. For Castle leisure it is called Cascade. The HR team input all data into each employee's page. Training **AP1**, qualifications, skill level, current job role and appraisals are all entered. Each job role has trigger points. If the organisation were to look for a trainee manager, the trigger points would be:

1. Current job role: Supervisory
2. Qualifications: Degree level or above
3. Training undertaken: Supervisory development or Management development programmes. **AP13**

These three parameters are selected, and cascade would produce a list of names. In an ideal world these employees would all be able to work at a management level. But the list of names is the starting point. There is managerial judgement used here also **AP14**. There is also a backup list provided that ticks two of the three parameters. We use this to get employees the training they need to progress.

As an Organisation Castle like to promote for management roles internally. This approach takes them out of the local job market, but we do not ignore this readily available data. We use indeed to view job descriptions and reward packages and try to stay competitive to the local job markets as Taylor & Woodhams, (2014) states that most organisations link pay and reward with resourcing. If we were not offering competitive financial packages and benefits, we would likely lose the internal appointments we require to keep our skill gap low. The organisation is in quite a unique sector and a local sales manager for example would not be the best fit for us, internal promotion is key. Internal promotion also increase loyalty and retention.

A great example of successful internal promotion is GE, Immelt, (2017) 80% of its worldwide highest earners have been promoted from within. William Conaty the organisations HR

Manger states that “our principle is to tap into internal talent and not worry about external factors”.

When the Organisation looks to future and long-term planning, Again Cascade can provide the detail information to assist with this:

- Skills of current work force
- Turnover rates, who has left and why. AP12
- Age of workforce including close to retirement age, scarily enough 52% of the workforce is above 45 and a further 26% AP11

These metrics will assist in looking into the future and allow us to start looking for talent to fill future roles now.

1.3

Assess the extent to which current organisational planning activities are addressing potential needs.

This is a very hard question to answer. Currently the organisation is struggling in addressing its own needs. The pandemic has almost wiped out our sector, and Castle have come out of the latest lockdown in a weak financial position.

Castle leisure's strategy has always been to offer more than the competitor.

- Better customer service by having higher levels of staffing.
- Offer better winnings.
- Offer a better product at a lower price.

This business module was able to happen as we had significantly hire visits than our competitors. Since the pandemic this has not happened, and revenue was down 72% in 2020 compared to 2019.

The first step of survival for the company to start cost cutting:

Whilst operating in 2020-2021:

- Cost to play was increased.
- Winnings were decreased.
- Food and beverage costs were increased.
- Minimum staffing levels were lowered.

The organisation believed that these cost cuts were necessary as our sector would never recover.

Upon reopening in May 2021, the trend has changed. Our clubs are hitting capacity on a daily basis. We currently do not have the manhours to offer even a basic service. Now the organisation needs to recruit employee at all levels.

At this point in time, we can only assume that the economy is going to bounce back and see significant growth. The government is reporting a forecast of 7% growth in May and June, this will be the highest growth since 1941. Partington, (2021)

Our current method of internal promotion will not suffice. I have set up a large advertising campaign on our social channels including posts and a recruitment video, through sponsored indeed adverts, and utilising the kickstart scheme. This is something the organisation has never done, and is very hesitant of, so all eyes are on me.

2.1

Make reasoned recommendations for how the organisation can maintain appropriate number of people with the skills required by the organisation.

Taylor & Woodhams, (2014) suggests that the following activities are recommended:

- Performance management.
Using our Cascade system, we already collate a lot of data which allows us to run reports. We could utilise skill matching much more and really drill down into the skills required a job role and not use just the three, Qualifications, skill level and job title.
- Branding.
Again, this is a part of the process we have just started, we have employed a social media assistant to develop our online presence. He has used his skills in creating a Video posts for our social pages stating why you should work for Castle. I am sure there is more to come from this as our presence grows everyday.
AP2<https://www.facebook.com/279835238693541/videos/2312462305732281/>
- Succession Planning.
This is identifying current skill gaps and future gaps and preparing for it. I believe we do this well, We have regular meetings **AP3** and run a double redundancy system, so if a key employee leaves, the replacement is waiting to take over. If we are able to upscale our cascade skill matching, this will also tie into our succession plans.
- Staff retention. The art of knowing why people leave and putting in place reasons for them to stay. As an organisation Castle has looked at this many times. Many retention schemes have been launched and closed. Castle believe it is as simple as getting the work home balance right and a competitive financial package is in place they will retain. In the hospitality sector it is known you are going to be working evenings and weekends. We could Of course increase shift lengths and maybe create a 4-day week. There would be a need for more employee numbers but as we are on a major recruitment drive why not try it?

The pandemic has forced us to change our thinking in the short term. Currently we have a shortage of manpower **AP4**, skill is not the issue, we need bodies and fast. Setting up the companies indeed cooperate page is key as well as utilising the governments kickstart scheme.

3.

- Identify and explain the rationale for a specific resourcing activity within the organisation.
- Agree roles and responsibilities with other contributors to the activity.
- Identify organisational procedures and legislative requirements which underpin the activity.
- Plan and prepare for agreed role, ensuring the availability of any materials or resources required.
- Undertake agreed role in a timely and accurate manner, in line with organisational procedures and legislative requirements.
- Reflect on the effectiveness of the resourcing activity in meeting required objectives and report back to stakeholders.

Due to the Pandemic, it was decided that redundancies needed to be made. The company followed guidance from government in that the Job retention scheme was only for viable jobs People Management, (2020). As the company were unsure when and how it would reopen the decision was made to make cuts early. A thorough analysis was conducted of contracted hours against projected hours. **AP5**

There were many discussions, but it was decided upon that 1000 contracted hours were to be lost.

It was decided to make the redundancies in June. I was brought back from furlough to complete. Being the only member of the HR team to return to work I was the only contributor to the programme. As all clubs were closed it was agreed after consultation with our solicitor that a telephone call and follow up letter was enough. The staff being made redundant all had less than 2 years' service as well as significant absence. As there were less than 20 staff from each site, The solicitor informed us that as each site was a separate entity and due to this number no consultation was legally required. They also stated that due to the pandemic it was responsible to conduct the redundancies via telephone and to be followed up by a letter. **AP6**

The redundancies were scheduled over three days. I needed to call each employee and inform them. I produced a script to keep the conversation on track. **AP7**. After I had spoken with each employee, I then would need to produce a letter for each and post it to their home address. I would also attach the letter to an email explaining the procedure. **AP**

Before I started the process, I completed research on redundancies to ensure the advice from the solicitor was correct. Gov.co.uk, (2020)

I followed ACAS guidance to complete the research:

- Step 1: Check if redundancies are necessary.
- Step 2: Follow the right process, follow your own policy **AP10**
- step 3: Tell employees as soon as possible, you should tell your employees that you're making redundancies. Effectively this was our consultation, as we were not making more than 20 redundancies per site collective consultation was not required.
- Step 6: Work out redundancy pay, for us this was the legal statutory minimum plus notice. Most employees had a maximum of 2 weeks' notice.
- Step 7: Give redundancy notice via letter.

- Step 8: Offer an appeals process if the employees feel they were selected unfairly.

Satisfied by the research and that I believed we were doing everything we could have under the circumstances, I started to work out how much each employee would receive GOV.UK, (2020)

I had agreed with our Commercial executive that I need to access my office for the week, so I had access to a land line and my docking station. I also need a new batch of headed paper and a printer. The headed paper was posted to me. I was given permission to use my office for the week.

Satisfied I had everything in place and following our own policy and ACAS guidance. It was time to start the process. I was very apprehensive of the phone calls. I had never made any redundancies so this was a first and I was unsure how everyone would react. I knew it was going to be tough, but it was my job to get through it.

I had a target of 20 calls a day. The first day I managed 15. The second day I made the first call, and the employee was expecting my call. News had broken we were making redundancies and I think it made the calls easier as the shock had been removed. I followed my script on every call to keep it on track and kept records and notes of each call. AP7 At the end of each day, I would send the individual emails AP7 outlining our conversation and post a letter confirming they had been selected for redundancy and how much each employee was entitled to. I made sure to thank each and every employee for their service and said when we opened and needed staff that they would be my first call before hiring new.

The process of making people redundant is not something I wish to do again. I felt every emotion with the employee. This process was undertaken early on in the pandemic, telling employees that they were losing their only source of income was probably the hardest job I have ever had.

At the end of the process, I made sure I sent out a pack to each selected employee with information on how to claim universal credit and what they might be entitled to.

Taking the emotion out of the task, upon reflection it was successful. I completed the task, and we did not receive any appeals. The process was completed on time with minimal issues. I do believe that as an organisation we acted decisively and swiftly. The activity was implemented with a total timescale of less than a month. The organisation required a contractual loss of 1000 hours AP5. That figure was achieved. There were no appeals or ET claims made against us. I believe that this was achieved by empathy of the conversations, I was not expecting to be thanked at the end of a conversation after telling an employee that they were dismissed. In an ideal world I would have preferred to complete the process face to face with consultation completed. It was just not a viable option due to the pandemic and every site was closed.

I updated the board on a daily basis via spread sheets AP8 and a teams meeting at the end of each day. The board were very supportive during the process, even though I was not offered any help. I completed 100% of the redundancies. AP9

References

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HR

Employee ID, Name

a

Records Viewed

Menu

Details



Paul Bennett

Status

Current

Job Title

HR & Training Officer

Works For

Jayne Beynon

Location

...re -> Head Office -> Personnel

LOS

17 Yrs 7 Mths

Action

Privacy Notice

Viewing: (3092) Paul Bennett

TRAINING ATTENDANCE

Show: <<All>>

Reference	Course Code	Course Description	Start Date	End Date	Course Status	Attendance Status	Pass / Fail
565	Empl	Employment Law	21/02/2007	21/02/2007	Completed	Attended	View
298	BFS4	Basic Food Safety	20/04/2004	20/04/2004	Completed	Attended	View
510	DefidDay	Defid Training	29/11/2004	03/12/2004	Completed	Attended	View
1194	Defib	Defibrillator	09/09/2005	09/09/2005	Completed	Attended	View
567	LCCP	Licensing Codes and Conditions	20/05/2008	20/05/2008	Completed	Attended	View
1538	Defib	Defibrillator	06/05/2009	06/05/2009	Completed	Attended	View
1252	Excel 2	Excel Intermediate	13/08/2007	13/08/2007	Completed	Attended	View
899	Sup Dev	Supervisory Development Programme	10/05/2005	12/05/2005	Completed	Attended	View
784	Perl	Personal License (APLH)	03/09/2007	03/09/2007	Completed	Attended	View
573	ManDev	Management Development Programme	31/10/2005	05/12/2005	Completed	Attended	View
542	GanL	Gambling Law	05/09/2006	05/09/2006	Completed	Attended	View
1725	PROFCERT	Professional Training Certificate	30/10/2009	09/11/2009	Completed	Attended	View
1036	FirstResRef	First Responder Refresher	12/09/2006	12/09/2006	Completed	Attended	View
967	CONF FOR MGR	Conflict for Managers	04/12/2009	04/12/2009	Completed	Attended	View
1098	AWP Hands	AWP Health & Safety	16/04/2008	16/04/2008	Completed	Attended	View
1412	Hands	Health and Safety	28/01/2004	23/01/2004	Completed	Attended	View
1256	ManDev	Management Development Programme	28/09/2006	11/10/2006	Completed	Attended	View
909	Discip	Disciplinary & Grievance	07/06/2005	07/06/2005	Completed	Attended	View
153	CSR	Corporate Social Responsibility	17/07/2007	17/07/2007	Completed	Attended	View
1235	BFS4	Basic Food Safety	14/10/2009	14/10/2009	Completed	Attended	View

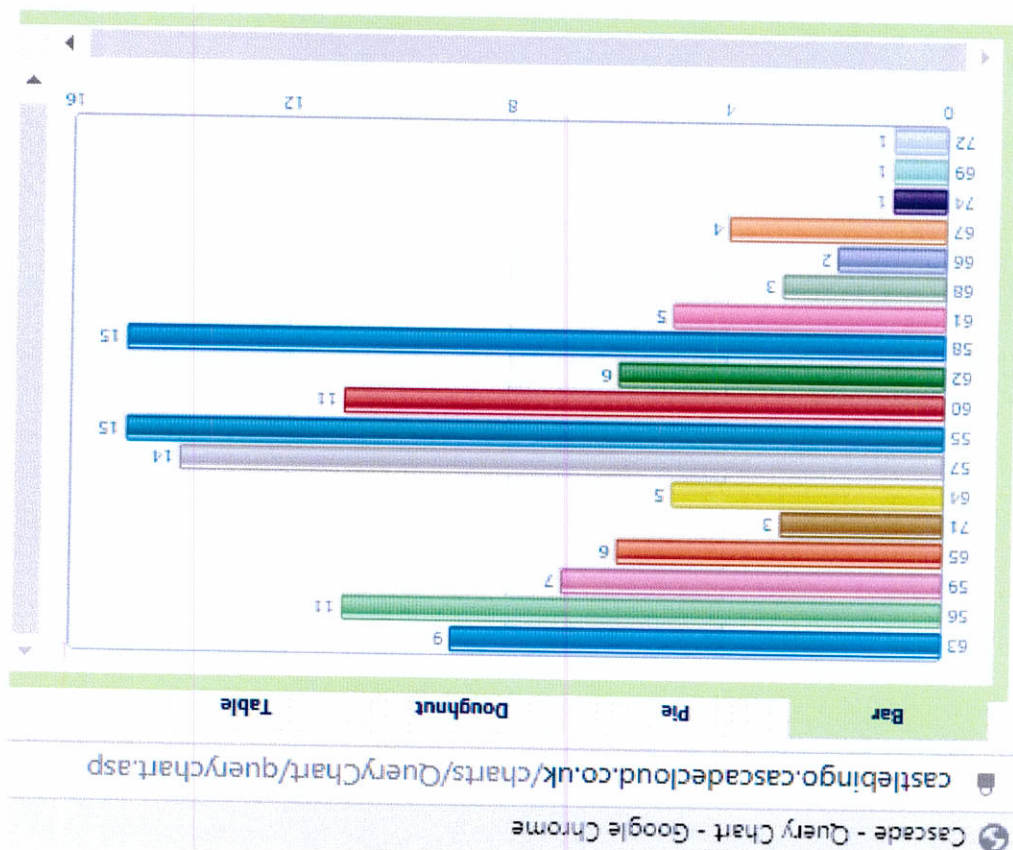
APP1

Hours Analysis Updated 6.04.20

<u>Club</u>	<u>Average Hours Worked</u>	<u>Contracted Hours</u>	<u>Maternity</u>	<u>Long Term Absence</u>	<u>After Redundancies</u>	<u>Revised Rota JD</u>	<u>Excess Hours</u>
Barnes Hill	1160	1020	40		900	925	(25)
Bootle	1560	1350	20		1174	1000	174
Bridgend	1460	1400			1102	925	177
Canton	1310	1220			801	925	(124)
Corby	1125	1100	24.5		822	925	(104)
Merthyr	1550	1500	30		1085	925	160
Nantgarw	1750	1580	83		938	1000	(62)
Neath	1510	1400	30		1102	925	177
Uskway	1730	1630	10	49	1030	1000	30
Newport Rd	1290	1250			906	925	(19)
Swansea	1740	1650	46		1084	1000	84
Totals	9590	15,100	283.5	49	10,944	10,475	468

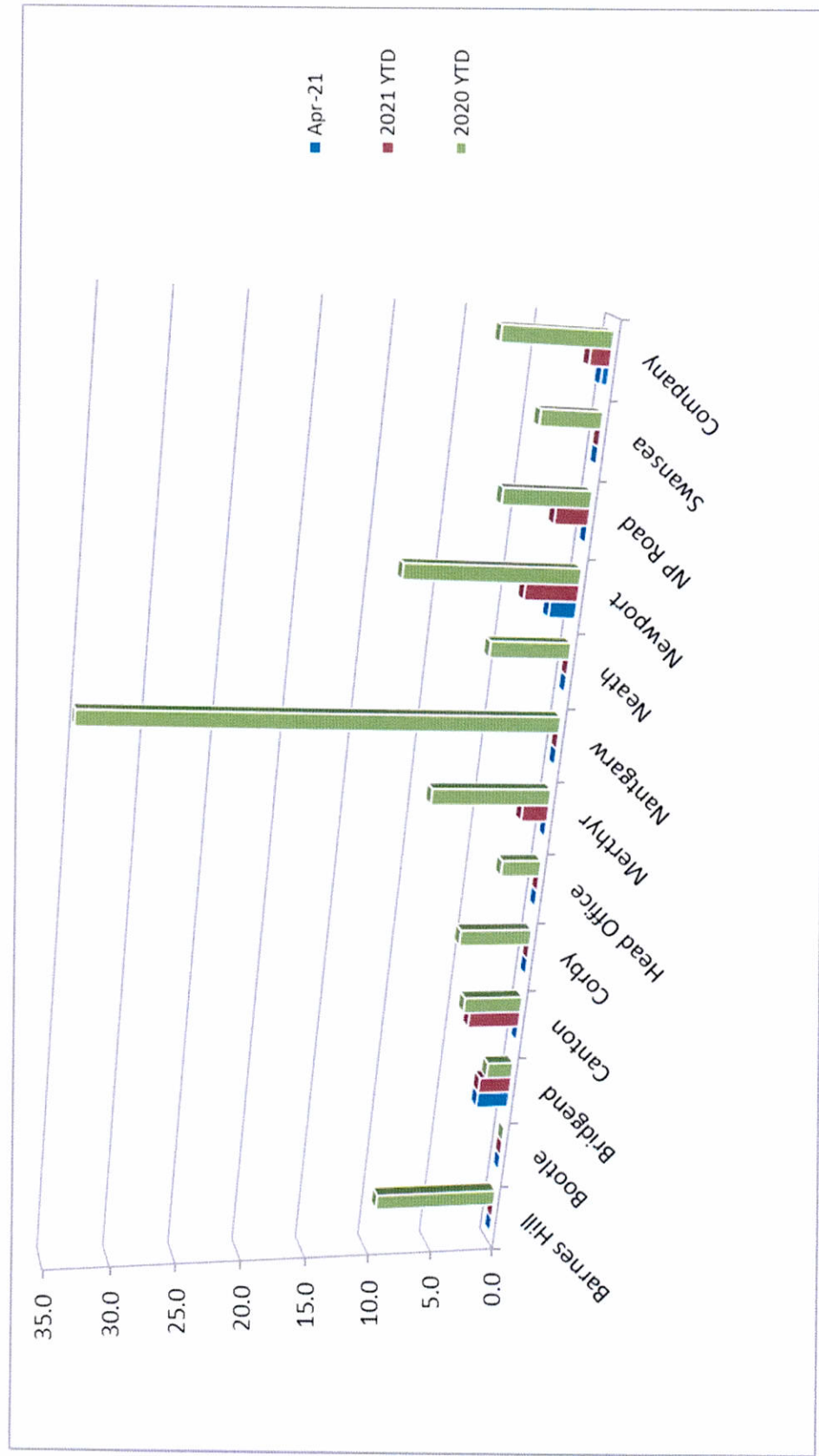
*The above table excludes management hours and maternity has been removed. Holiday hours are included.

Items in **Red** denote negative hours position.



top 4

Customer Service Assistant	83	Active	83	0	New	0	Reviewed	0	Contacting	Hired	0 of 1	Free - Sponsor job	-276 (est.) more if you sponsor. Learn more	Open	...
Customer Service Assistant catering	9	Active	7	1	New	1	Reviewed	1	Contacting	Hired	0 of 1	Free - Sponsor job	-126 (est.) more if you sponsor. Learn more	Open	...
Customer Service Assistant	104	Active	87	1	New	1	Reviewed	16	Contacting	Hired	0 of 3	Free - Sponsor job	-163 (est.) more if you sponsor. Learn more	Open	...
Host/Bingo Caller	17	Active	13	0	New	0	Reviewed	4	Contacting	Hired	0 of 1	Free - Sponsor job	-128 (est.) more if you sponsor. Learn more	Open	...
Cleaner	214	Active	214	0	New	0	Reviewed	0	Contacting	Hired	0 of 2	Free - Sponsor job	-258 (est.) more if you sponsor. Learn more	Paused	...
Cleaner	214	Active	214	0	New	0	Reviewed	0	Contacting	Hired	0 of 2	Free - Sponsor job	-258 (est.) more if you sponsor. Learn more	Paused	...



HR



Employee ID, Name



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Details



Skill Matching - Employee Skills Search

Search Basis: ☐ Ad-Hoc Skills ☐ Post Skill Requirements ☒ Employee Skills

This search facility allows you to match an employee's skills and competencies to those requirements configured for each post within the system. The search will return the list of posts whose requirements most closely match the employee's skill-set.

1. Select Employee

Name	Latest Post	Started Post	Left Post
(2243) Jay Evans	Gaming Machine Engineer	05/04/2021	

[Find Employee](#)

2. Employee Skills & Competencies

Category	Subject	Level	Attained	Expiry
AND	Advanced Core Skills	Advanced Supervisory	Advanced	01/01/2012
AND	Advanced Core Skills	Bingo	Advanced	
AND	Advanced Core Skills	Gaming Machines	Advanced	01/01/2012
AND	Core Skills	Bingo	Core	01/01/2012
AND	Core Skills	Gaming Machines	Core	

AP14

Paul Bennett

From: Paul Bennett
Sent: 27 May 2021 16:54
To: Paul Bennett
Subject: Suitable management candidates

From: Paul Bennett <PaulB@Castlebingo.co.uk>
Sent: 21 March 2021 18:32
To: Nantgarw Management Team <NantgarwManagementTeam@Castlebingo.co.uk>; Jenny Calnon <JennyC@Castlebingo.co.uk>

Hi All,

Could each of you please supply me with a list of names you deem suitable to be considered for Management development.

As we know we have lost another batch of Junior managers, and I would like to get any candidates for progression on to the programme ASAP. Please be realistic in choices but also open minded.

Once you have supplied me with your choices I will give each a call for a career chat and send out Psychometrics to any possible candidates.

We can use this time while we are closed to start their training and maybe get them into your club so as a team you can go through their operational needs.

Your assistance in this will be very much appreciated.

many thanks
Paul Bennett
HR Manager

6	<u>Talent Management/Succession Planning/ Management Appointments</u> James Lowrey appointed trainee designate at B Hill. Rachael Halbert and Matthew Hill appointed as trainee managers at CC and MTH. respectively. Daniel Rapado will be promoted at Nantgarw to trainee on 27th May 21. Management portfolio's to be commenced for all.	SO
7	<u>AOB</u> TB to email JB RTW policy update so far. There was no AOB.	
	Date of next HR Meeting – Thursday 24th June 2021 10am, at Nantgarw Club	

Date of telephone Discussion 7th and 8th June 2020

Ask how the employee is and then say that you are not the bearer of good news today.

Under normal circumstances we would be holding a meeting with you in club. However, as all our clubs and head office are closed, this conversation has to take place over the telephone.

I am really sorry to have to inform you that regrettably, as a result of the Corona virus pandemic, and its significant impact on our business, together with the continued restrictions on the industry, that the company have taken the difficult decision to reduce staffing numbers.

Unfortunately, we are unable to offer any alternative employment options because of the time, we believe, it will take for the business to recover when we are eventually allowed to reopen.

Therefore, it is necessary to end your employment with the Company, in line with your conditions of service.

You will be paid one weeks' notice, effective from **Monday 22nd June 2020**, the last day of your employment is confirmed as **Sunday 28th June 2020**.

You will receive a letter by email and a hard copy by post in the next few days, confirming all details. If you have anything you wish to discuss further prior to receiving your letter, you can do so via the castlehr@castlebingo.co.uk email.

You will be paid as normal on June 12th and the 26th and all documentation, your weeks' notice pay and any outstanding holiday pay will be forwarded to you on Friday 10th July 2020.

I would like to take this opportunity to thank you for your service to the Company and to wish you every success in the future.

Unfortunately, it will be a long time before bingo returns to anywhere near the levels required for us to be a viable and sustainable business.

I would be happy to retain your details and contact you in the future, should opportunities arise, if you so wish?

Once again, sorry for the bad news and stay safe.

CASTLE LEISURE LIMITED - WITNESS STATEMENT



NAME : PAUL BENNETT	
JOB TITLE: HR AND TRAINING MANAGER	
Paul's contribution during the difficult time of redundancies was pivotal to the organisations strategy. He was tasked in removing 1000 contracted hours across the organisation. Paul created the selection criteria and put together the list of employees that were being dismissed. Paul was able to manage the whole process from start to finish. He planned and executed the whole process to a very high level. Paul Personally contacted the solicitor, to verify the legality of the programme and completed every dismissal without the need for myself to get involved. Paul created a script that would enable him to keep each conversation on track which I thought was an excellent idea. Paul took ownership of the Activity and was comfortable reporting to the CEO and the rest of the board on a daily basis. He kept meticulous records as always, ensuring the board were aware of each day's progress. In conclusion Paul was able to reduce the contracted hours in the time scheduled with no need for board intervention. To this point we have not received any appeals to the decisions Paul made. I had no doubt that would be the case as Paul always conducts himself in a professional and empathetic manner. Paul's contribution during the Pandemic and lockdowns was recognised by the board, he has been given a promotion and a bonus to reward his efforts.	
SIGNED: JAYNE BEYNON <i>Jayne Beynon</i>	JOB TITLE : DIRECTOR OF PEOPLE AND ORGANISATIONAL CHANGE
DATED : 14TH May 2021	

Castle Leisure Limited
1 City Road
Cardiff
CF24 3TQ
Tel: (029) 2048 4422
Fax: (029) 2020 4380



Flat 4
5 South Albert Road
Liverpool
L17 8TL

12th June 2020

Dear,

Further to discussions, it is with regret, that as a result of the Corona virus pandemic, and its significant impact on our business, together with the continued restrictions on the industry, that it is necessary to terminate your employment with the Company, in line with your conditions of service. You will be paid one weeks' notice, effective from Monday 22nd June 2020, the last day of your employment is confirmed as Sunday 28th June 2020.

You have the right to appeal against the decision to Jodie Davis Operations Executive within 7 days of receipt of this letter, stating your grounds for appeal.
All termination documentation and any outstanding monies will be forwarded to you.
I would like to take this opportunity to thank you for your service to the Company and to wish you every success in the future.

Yours Sincerely

Director of People

Ad 6



Termination Letter

Paul Bennett <PaulB@Castlebingo.co.uk>
12/06/2020 15:58

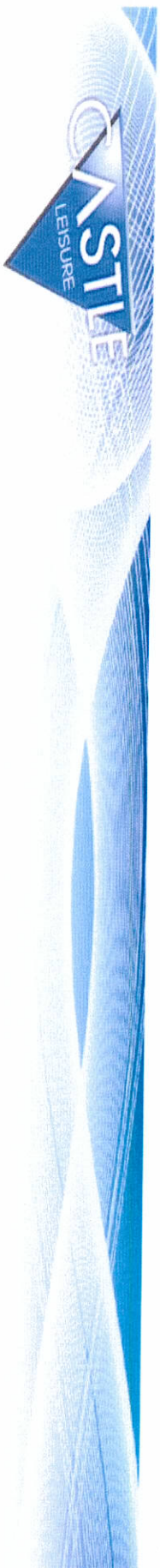
To: m...@gmail.com Cc: Paul Bennett

Termination Letter...
295.25 KB

Dear Jake

Regrettably, further to our discussion earlier this week, please see attached letter of termination. A hard copy has been posted to your home address. I would like to thank you for your service to the company and wish you well for the future. I hope you and your family keep safe and well during these difficult times.

Kind Regards,
Paul Bennett
HR Officer



Telephone Discussion Notice of Termination Corona Pandemic BT

[illegible]

	POLICY CODE P6.20 POLICY TITLE: Redundancy OWNER: Director of People and Organisational Change <i>Document Dated: 8th December 2019: To be reviewed annually to ensure continued relevance.</i>
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1.0 Introduction

In accordance with the Employment Rights Act 1996, redundancy arises when employees are dismissed because:

- The company has ceased, or intends to cease to carry on the business for the purposes of which the employee was employed.
- Where the company has ceased, or intends to cease to carry on the business in the place where the employee was so employed.
- Where the requirements of the business for employees to carry out work of a particular kind, in the place where they are so employed have ceased or diminished, or are expected to cease or diminish.

2.0 Policy

This policy sets out Castle Leisure's approach to dealing with potential redundancies. It does not form part of the employees' terms and conditions of employment and may be subject to change at the discretion of management.

Although the company's policy is to avoid redundancies wherever possible, the needs of the business may from time to time require a reduction in the overall number of staff employed or organisational changes that result in some employees being made redundant.

Where this is necessary, this policy will ensure that:

- the total number of redundancies made are kept to a minimum.
- employees are fully consulted on any proposals and their implementation.
- selection for redundancy is based on clear criteria that will, as far as possible, be objectively and fairly applied.
- every effort is made to redeploy or find alternative work for employees selected for redundancy.
- support and advice are available to employees selected for redundancy to help them find suitable work when their employment has come to an end.

3.0 Consultation

Consultations will be carried out:

- At least 30 days before the first dismissal takes effect if 20 to 99 employees are to be made redundant at the same location over a period of 90 days or less.
- At least 45 days before the first dismissal takes effect if 100 or more employees are to be made redundant at one establishment over a period of 90 days or less.

The Company regards the above notice and consultation periods as the minimum and will aim to commence the collective consultation process as soon as reasonably practicable.

Any employee who is potentially affected by redundancy will be individually notified of such. No decision will be taken until the Company has consulted each individual employee who has been notified that they are potentially affected.

Individual consultation will comprise at least 2 meetings between the potentially affected employee and the Company, commencing no later than 30 days before the redundancy takes effect.

All representations made by employees will be properly considered before any final decision is made.

4.0 Voluntary Redundancy

To minimise the need for compulsory redundancies, the company may consider requests from employees for voluntary redundancies. Whether or not additional payments will be offered in relation to voluntary redundancies will be a matter for consultation and will depend on the circumstances.

The company reserves the right at its absolute discretion to decline requests for voluntary redundancy.

5.0 Redundancy Selection

The criteria used in selecting employees for redundancy will depend on the existing circumstances and the needs of the company at the time. However, every effort will be made to construct a fair and robust set of criteria following appropriate consultations.

Individual employees who are provisionally selected for redundancy following the application of the criteria will be informed of the fact and invited to a meeting, at which they will be given an opportunity to make representations that the application of the criteria results in unfairness to them or if they feel that there has been a mistake in the application of the criteria.

6.0 Alternative work

The company will make every effort to redeploy to suitable alternative work any employee who is selected for redundancy. Such employees will be informed of all the available vacancies in the company at the time of their selection and will be given an opportunity to discuss which vacancies are likely to be suitable for them. While priority will be given wherever possible to employees under threat of redundancy, the company reserves the right to select the best available candidate in relation to any given vacancy.

An employee under notice of redundancy will be entitled to a reasonable amount of paid time off to look for alternative work, attend interviews, etc. Employees wishing to take advantage of this right should make the appropriate arrangements with their Manager and the HR Department.

7.0 Termination of Employment

Depending on the circumstances, the company may waive its right to insist on employees working their notice and instead give a payment in lieu of notice. Employees with two or more years' service are entitled to a statutory redundancy payment. The amount of this payment will be confirmed when the employee is selected for redundancy and the sum will be paid along with the employee's final salary payment or payment in lieu of notice.

If an employee has not acquired at least two years' continuous service with the company when his or her employment terminates, there will be no obligation on the company to pay the employee any redundancy payment.

8.0 Appeal

Employees have the right to appeal against being selected for redundancy or redeployment. Should an employee wish to appeal they must notify the Company in writing within 7 working days of receipt of the Redundancy Notice, setting out the main reasons for their appeal.

The employee is entitled to be accompanied to the appeal meeting by a colleague or trade union representative. The appropriate individual will hear all appeals without unreasonable delay and will agree a date and time with the employee.