

SERVICE-WIDE STRESS RISK ASSESSMENT

The Financial Management Leadership Team are acutely aware that the current service review, restructure and business change programme has the propensity to adversely impact upon employees' health and wellbeing and may potentially heighten levels of stress and anxiety for colleagues working within the service. In particular, many colleagues may be concerned about the potential impact of the restructure on themselves, for example, will they have a role within the service/organisation after the restructure is completed, will their role change etc.?

We also recognise that these changes come at a time when staff have been required to work in a substantially different way for many months contributing to heightened stress for many colleagues, for example because of the consequences of the national restrictions, personal circumstances and the requirement for people to work almost exclusively from home etc.

The table below plots the anticipated time-line for the restructure. Items in red on the time-line denote potential 'stress points' – i.e. those events/milestones which may cause peaks in stress/anxiety for all or some of our financial management colleagues. The paragraphs that follow the table outline the people most likely to be affected and the steps that leadership and management are/will be taking to mitigate this.

No.	w/c (Mon.)	Events/milestones	Other Comments
1	28/09/20	Staff Briefing & start of formal consultation period (20 working days)	
2	05/10/20	Trade Union Consultation Meeting (Wed. 7th October)	
3	12/10/20	Trade Union Consultation Meeting (Thurs. 15th October)	
4	19/10/20		
5	26/10/20	Deadline for consultation Feedback (Monday 26th October)	
		Trade Union Consultation Meeting (Thurs. 29th October)	
6	02/11/20	TU Meeting 5/11/2020. Close consultation 6/11/2020.	Agree selection criteria for PO2, C3, B3 posts
7	09/11/20		
8	16/11/20		
9	23/11/20	DDR for sign off; Feedback sessions with staff and TU's	
10	30/11/20	Final Deadline for decision on the re-structure	Final Deadline for decision on the re-structure
		Confirmation of people to be slotted in to new structure (PO6/PO4)	Include people temporarily acting-up
11	07/12/20	Interviews for Dir 60% Assistant Chief Officer post	VB/RE to interview for 1 x Dir 60% vacancy;
12	14/12/20	Interviews for Dir 52.5% Posts & deployment to 2 x Dir 45% posts	
13	21/12/20	Christmas/New Year	Christmas/New Year
14	28/12/20	Christmas/New Year	Christmas/New Year
15	04/01/21		
16	11/01/21	Recruitment to PO6 & PO4 Opportunities & Application of selection criteria to PO2/C3/B3 roles)	Share evaluation with staff displaced - NB most staff will be entitled to 12 weeks plus 2 months notice
17	18/01/21		
18	25/01/21	1:1's with staff displaced	
19	01/02/21	Notice Period (displaced staff) - Week 1	
20	08/02/21	Notice Period (displaced staff) - Week 2	Pool B3/C3 Resources under Corporate Financial Administration
21	15/02/21	Notice Period (displaced staff) - Week 3	Internal re-deployment process - actively work to find alternative employment for any staff displaced in the proposed new structure
22	22/02/21	Notice Period (displaced staff) - Week 4	
23	01/03/21	Notice Period (displaced staff) - Week 5	
24	08/03/21	Notice Period (displaced staff) - Week 6	
25	15/03/21	Notice Period (displaced staff) - Week 7	
26	22/03/21	Notice Period (displaced staff) - Week 8	
27	29/03/21	Notice Period (displaced staff) - Week 9	
28	05/04/21	Notice Period (displaced staff) - Week 10	
29	12/04/21	Notice Period (displaced staff) - Week 11	
30	19/04/21	Notice Period (displaced staff) - Week 12	
31	26/04/21	2 Month Enhanced Notice Period (Displaced staff)	
32	03/05/21		
33	10/05/21		
34	17/05/21		
35	24/05/21		
36	31/05/21		
37	07/06/21		
38	14/06/21		
39	21/06/21		

1. General Actions to mitigate stress

- a. Individual Stress Risk Assessments - all Heads of Finance have made their staff aware of the opportunity to have individual stress risk assessments (SRA's) – all colleagues will be supported to have an individual SRA if they feel they would benefit from one
- b. Team Meetings & 1:1's & Informal Catch-ups - regular communication with colleagues is key to supporting people through this challenging period. Leaders and managers are using a variety of different channels/forums in order to support colleagues including:
 - i. Service-wide presentations to all colleagues to help people understand the rationale behind the service review, restructure and business change programme
 - ii. Presentations to smaller groups including those colleagues potentially at risk of redundancy
 - iii. Regular Team meetings/catch-ups – to update colleagues on progress, listen and respond to concerns
 - iv. 1:1's and Informal Catch-ups – to give colleagues the opportunity to share concerns/issues relating to both their personal and professional life that they prefer not wish to share with their wider team. **This is absolutely key to ensuring that vulnerable staff are identified and supported appropriately**
 - v. TU Consultation – regular sessions with TU representatives to consult on structure proposals and approach to deployment
 - vi. Sharepoint/Frequently Asked Questions (FAQ's) – utilisation of a sharepoint site dedicated to the structure proposals including a list of responses to FAQ's which we have grouped into themes

2. Potential Stress Points (Chronological Order) & Actions to Mitigate

a. Recruitment & Selection for JNC Posts

Who might be affected?

- Potential to heighten stress levels for those colleagues who are currently deployed at grades Dir 45% and Dir 52.5% (13 people) and who may choose to apply for new and in most cases more senior roles within the service.

Actions to mitigate

- Colleagues to be given the opportunity to discuss these new roles (Dir 60%, Dir 52.5% and Dir 45%) prior to commencement of the recruitment & selection process
- Post Preferences – colleagues, as part of the recruitment & selection process, will be able to state their preferred posts on the new structure in order to facilitate deployment and if/where possible match people to their preferred roles
- Colleagues will be given advanced and appropriate notice of timescales, dates, details of the interview process etc.

b. Recruitment & Selection for NJC Posts (PO6, PO4, PO2)

Who might be affected?

- Potential to heighten stress levels for those colleagues who are currently deployed in PO4, PO2 and C3 roles and who may choose to apply for new/more senior roles within the service. For some people this will represent an opportunity to move from a role which is at risk of redundancy (in addition to promotion).

Actions to mitigate

- Colleagues to be given the opportunity to discuss these new roles (PO6, PO4 and PO2) prior to commencement of the recruitment & selection process.
- Post Preferences – colleagues, as part of the recruitment & selection process, will be able to state their preferred posts on the new structure in order to facilitate deployment and if/where possible match people to their preferred roles
- Colleagues will be given advanced and appropriate notice of timescales, dates, details of the interview process etc.
- Job Applications/Interview Skills – the service acknowledges that a number of people may not have participated in a recruitment process for some time and will be offered 'refresher training' in relation to preparing a job application and interview skills/techniques

c. Selection for Redundancy (Application of Selection Criteria and associated process)

Who might be affected?

- Potential to heighten stress levels for those colleagues who are currently deployed in 'At Risk' posts (B3, C3 and PO2) - approximately 40 people. Some of the people at PO2 may have been unsuccessful in their application for promotion within the service and/or in applying for other opportunities across the Council and/or with partner organisations.
- Line Managers involved in applying the selection criteria, individually consulting with staff and staff representatives

Actions to mitigate

- Ensure colleagues at risk are kept informed of developments, for example, in relation to progress on implementing the new structure and potential opportunities arising within the service, wider directorate/Council and also any opportunities that may arise within partner organisations
- Ensure colleagues at risk are aware of the procedure to be followed and importantly the support that is available to them either through their TU representatives or colleagues
- Ensure colleagues at risk are aware of all of the options available to them and are individually consulted with before being issued with a formal notice of redundancy
- Job Applications/Interview Skills – the service acknowledges that a number of colleagues at risk may not have participated in a recruitment process for some time and will be offered 'refresher training' in relation to preparing a job application and interview skills/techniques
- Ensure line managers are aware and fully understand the selection process and the support available to them

d. People working within their Period of notice with the Council

Who might be affected?

- Potential to heighten stress levels for a small number of people displaced as part of the restructure.

Actions to mitigate

- Ensure colleagues who have been displaced, in addition the talent pool arrangements, continue to be kept informed of potential opportunities arising within the service, wider directorate/Council and also any opportunities that may arise within partner organisations