

**acas** working  
for everyone

## Supporting the health and wellbeing of staff through restructuring and redundancy

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# Who are we?

Prevent or resolve disputes between employers and their workforce



Provide information advice and training



Settle complaints about employee rights

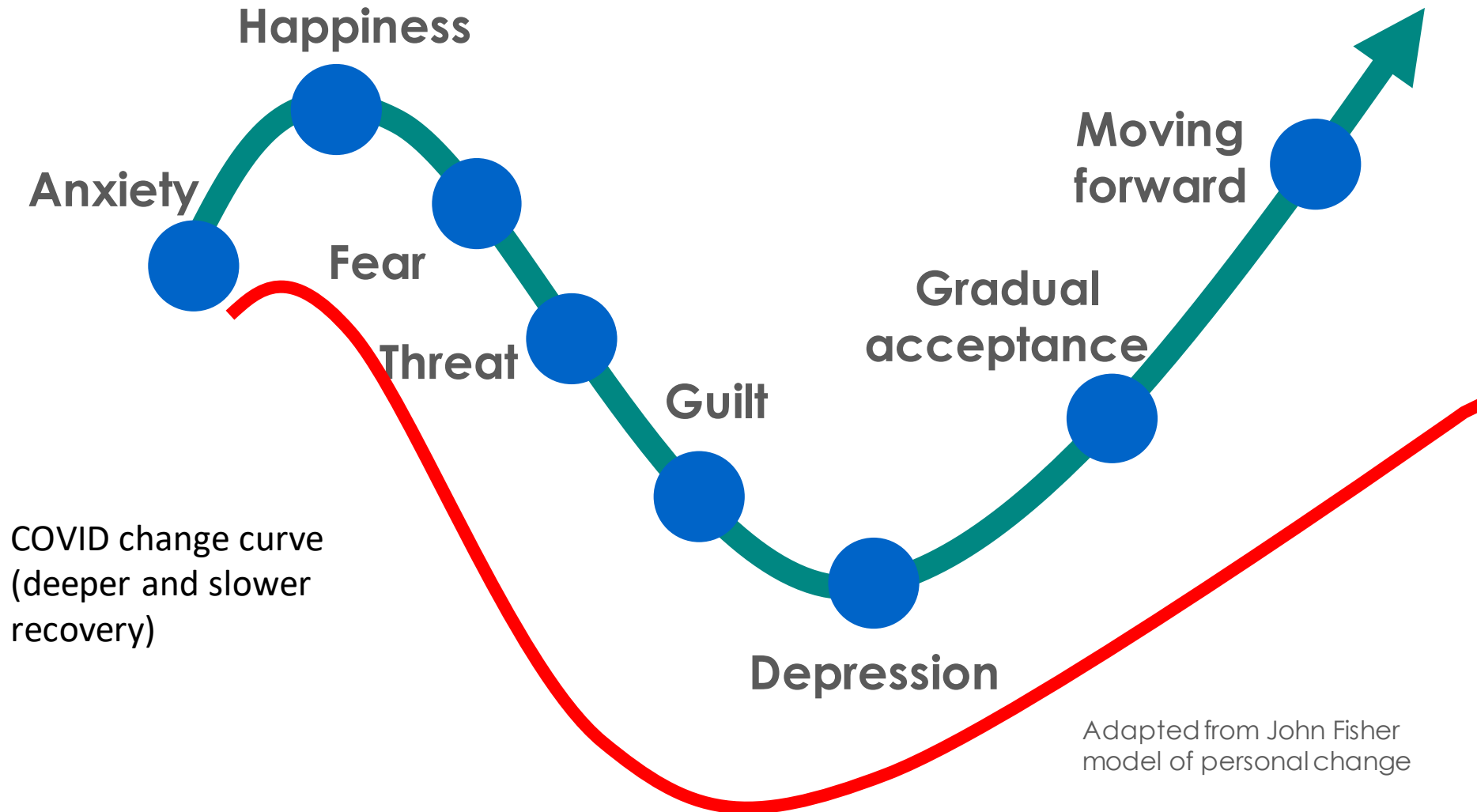


Encourage people to work together more effectively



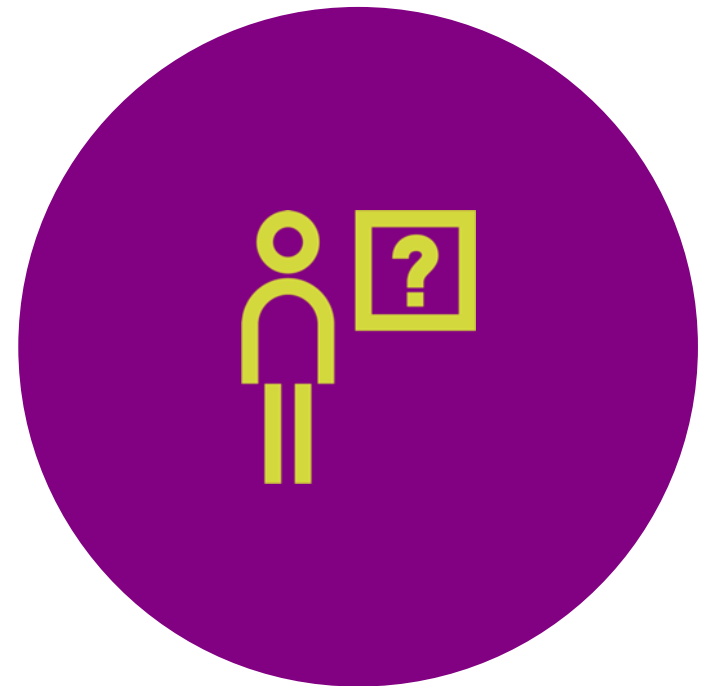
1.46 million  
website visits  
in January 2021

# The psychological impact of change



# Pitfalls from our experience...

- Poor communication
- Rushing through the process
- Lack of information, including timescales, expectations
- Absence of transparency (business case, selection process)
- No consultation or lack of genuine consultation
- Groups of workers being forgotten in consultation (furlough, maternity, sick leave)
- Not having a visible presence where questions can be answered



# How do you build trust?

- Good communication
- Joint working with unions/staff reps
- Transparency - The more you share about plans, reasons for proposals, be open to staff concerns the better
- Doing this remotely requires a need to be creative when sharing documents, (FAQ's, intranet, emails, online meetings)
- Highlight available support from the outset



# Case study – restructure to increase efficiencies and reduce costs



- Engaged staff and unions early in the process
- Listened to staff including their reservations
- Acas facilitated focus groups to assist in obtaining views
- Gave clear time lines for review and restructure
- Acas-led training for managers - leading through change, coaching skills, difficult conversations,
- Utilised wellbeing network
- Drop in sessions for staff with wellbeing leads and EAP
- Regular team meetings to discuss concerns/feedback suggestions
- LM/HR considered the resources they have for training and mentoring when roles change

What do you want your organisation to look like at the end of this?

# Support the 'tellers'

**Acknowledge  
demands of  
'teller' role**

**Ensuring  
access to  
support**

**Provide  
adequate  
information**


**Training in  
difficult  
conversations**




# Support the 'leavers'



Leave on  
good terms



Time off for  
Job seeking



Training/  
Shadowing  
in notice  
period

# Support the 'remainers'

Reassured by  
support to  
'leavers'

Support to  
learn new  
roles/tasks

Ongoing  
support e.g.  
workloads

# Further support




In-company  
training



Website  
[acas.org.uk](https://www.acas.org.uk)



Advice



Tools and  
templates



Mediation



Helpline  
0300 123 1100



E-learning



Conciliation



Workshops  
and projects