

## **Employment Matters Committee**

**3 July 2025**

### **Organisational Change**

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#### **Summary**

This report details new reorganisations of services and transfers under the TUPE regulations for the period 01 October 2024 to 31 March 2025 and updates on on-going reviews that have previously been reported at Employment Matters Committee but not concluded.

#### **1. Recommendation**

- 1.1 The Employment Matters Committee is asked to note the present position and the support arrangements for staff.

#### **2. Budget and policy framework**

- 2.1 The staffing implications of organisation change are a matter for this Committee, which can decide on the employment policies and processes supporting any changes.

- 2.2 Directors may agree to reorganisations within their departments subject to there being:

- no significant service policy implications or clear departure from existing Council policies;
- no expenditure in excess of budget;
- no growth in net expenditure beyond the current year;
- no changes affecting Directors or Assistant Directors; and
- consultation with the Chief Organisational Culture Officer.

#### **3. Background**

- 3.1 This Committee considers new reorganisations of services and includes details of the transfer of staff to and from other employers under the TUPE regulations.

- 3.2 An update on on-going reorganisations that have been previously reported at Employment Matters Committee on 29 January 2025 are set out from paragraph 4 and are shown underlined. Reviews which have commenced and, in some cases, concluded since the last Committee are detailed from paragraph 5 onwards.
- 3.3 A summary table of reorganisations can be found at Appendix A. There were no TUPE transfers.
- 3.4 Whilst Members need to be apprised of all decisions taken in relation to early retirement and severance payments, it is important that any data provided does not risk individual employees being identified. Therefore, to avoid any breach of GDPR and in accordance with Section 40 of the Freedom of Information Act 2000 and Article 5 of the GDPR, this report will not release data that may identify individuals involved.
- 3.5 This report can be cross referenced with the Early Retirement and Redundancy Payments report which details the financial costs of retirement and redundancy some of which is because of organisational change.
- 3.6 The Organisational Change report and the Early Retirement and Redundancy report are dealt with as a separate items on the agenda for this meeting.

#### 4. Summary of ongoing Organisational Review consultations

##### 4.1 **ICT**

- 4.1.1 The ICT department submitted a business case for a whole service restructure in October 2024. The rationale outlined why, as they look towards the future, it is imperative that their resources align with the Council's strategic goals and currently they do not. Their proposal outlined the need for organisational change within the ICT department to ensure their technology infrastructure and team are positioned to meet the challenges of tomorrow.
- 4.1.2 The current structure also accommodates several additional duties payments, covered by budget from vacancies. The proposed restructure aims to mitigate the need for these additional duties by rightsizing and bringing clarity to roles and responsibilities at all levels of the team.
- 4.1.3 Due to the technology needs of the organisation evolving over the last four years there has been a change in how ICT need to support some of the platforms and services offered.
- 4.1.4 It is proposed that 17 posts be deleted from the current structure and 17 posts created within the new structure, job profiles for the new posts will be made available during the consultation period.
- 4.1.5 Currently no redundancies are anticipated, however with the change in the roles there are a total of 15 employees potentially at risk.

4.1.6 Formal consultation with staff and trade unions began on 19 November 2024 and closed on 18 December 2024.

4.1.7 Interviews concluded on 7 February 2025 and the new structure was implemented on 20 March 2025. There were no redundancies.

## 4.2 **Adult Social Care (ASC)**

4.2.1 An investment of £2.4 million was approved, by Full Council on 29 February 2024, to help strengthen and realign resources to support capacity and demand across Adult Social Care. This included the creation of new posts and investment in additional existing posts, alongside investment into a sustainable recruitment campaign.

4.2.2 Formal consultation with staff and trade unions commenced on 6 November 2024 and ended on 5 December 2024. Several responses and counter proposals were received with some minor changes being made to the structure.

4.2.3 The majority of the staff have been jobs matched to roles within the new structure. Two staff have been offered suitable alternative roles but three staff are at risk of redundancy due to range differentials and type of roles, but staff are being supported and we are encouraging applications for the ring-fenced posts. Interviews took place in January 2025. Any remaining vacancies will then be advertised across Adult Social Care and externally if necessary.

4.2.4 The new structure went live on 1 February 2025. All at risk staff were redeployed within Adults Social Care successfully, there were no redundancies.

## 4.3 **Fostering**

4.3.1 There is a proposal to realign the structure of the Fostering Service. The current structure resources are to be reallocated to lead the efficient long-term cost savings and be effective for the service. It will allow the service to realign its workforce and resources with its current strategic objectives and meet the demands of the service.

4.3.2 The rationale includes among other structure changes, the creation of 1.0fte new Assistant Team Manager for the Kinship and Post Order Support team and the deletion of 3 roles, equating to 3.0fte all of which are currently vacant.

4.3.3 The consultation period commenced on 27 November 2024 with staff and trade unions and is due to end on 20 December 2024. The planned implementation date is 1 April 2025.

4.3.4 The changes were implemented as planned on 1 April 2025, there were no redundancies.

## 5. Summary of new Organisational Change proposals

### 5.1 Public Health Intelligence

- 5.1.1 Public Health submitted a business case to amend the structure of their Intelligence team, creating additional posts, amending job titles to meet industry standards and some changes to the reporting structure.
- 5.1.2 Formal consultation commenced on 21 January 2025 and closed on 4 February 2025. Due to the volume of responses, staff were advised that in order to give these responses fair consideration this stage of the change process would need to be extended, staff were notified of the outcome of consultation on 11 March 2025.
- 5.1.3 All staff were matched to roles and this allowed for implementation to be effective from 1 April 2025. There were no staff redundancies.

### 5.2 Swimming Instructors

- 5.2.1 Following the implementation of Medpay, it came to light that the role of swimming instructor is no longer required due to the modernisation of the sports officer and senior sports officer roles and the aligned career progression associated with these posts.
- 5.2.2 The rationale proposal identified that 5 staff members would be affected by the proposed removal of this role.
- 5.2.2 Formal consultation commenced on 16 December 2024 and closed on 20 January 2025. As a result, one staff member was redeployed into a Sports Officer role, however this was not deemed a suitable alternative for the remaining 4 staff who were issued with a notice of redundancy and entered into the redeployment pool to seek suitable alternative roles.
- 5.2.3 The changes to the structure were implemented on 31 March 2025 with 4 staff being made redundant. The associated figures of this redundancy are captured in the Early Retirement and Redundancy report being presented to EMC on 03 July 2025.

### 5.3 Fitness Instructors

- 5.3.1 Following the implementation of Medpay, it came to light that the role of fitness instructor is no longer required due to the modernisation of the sports officer and senior sports officer roles and the aligned career progression associated with these posts.
- 5.3.2 The rationale proposal identified that 4 staff members would be affected by the proposed removal of this role.

5.3.3 Formal consultation commenced on 16 December 2024 and closed on 20 January 2025. As a result, 4 staff members were issued with a notice of redundancy and entered into the redeployment pool to seek suitable alternative roles.

5.3.4 The changes to the structure were implemented on 31 March 2025 with 4 staff being made redundant. The associated figures of this redundancy are captured in the Early Retirement and Redundancy report being presented to EMC on 03 July 2025.

#### **5.4 Parking & Transport**

5.4.1 The introduction of the Safer School Streets Scene has meant that Burnt Oak School no longer meets the vehicle and pedestrian thresholds to be eligible for a school crossing patrol officer.

5.4.2 The affected School Crossing Patrol Officer was consulted with throughout March 2025 and was offered alternative school crossing patrol roles at three different locations across Medway. The offer of suitable alternative employment was declined, resulting in resignation, effective 18 July 2025. Employee has decided not to accept any of these alternative employment offers and has decided to resign. The officer's last day of service will be the last day of the school year, 18 July 2025.

#### **5.5 Short Breaks and Supported Living**

5.5.1 As part of an invest to save scheme the Short Breaks and Supported Living service expanded from three to four locations with the acquisition of Fox Street which will support clients with a learning disability and autism. The changes also included the creation of a new Operational Manager reporting directly to the Head of Business Operations and Provider Services with the existing Registered Manager for Short Breaks and Supported Living and the Team Manager for Shared Lives reporting to one operational post. It is anticipated that this will strengthen oversight and responsibility. In addition, 3 new Support Worker posts were created and will be based at Fox Street.

5.5.2 Consultation commenced on 26 March 2025 and closed on 8 April 2025. No counter proposals were received.

5.5.3 No staff were displaced as part of this consultation. The Operational Manager post will be advertised internally across Medway Council and the three Support Worker posts will be advertised externally.

#### **5.6 Youth Services**

5.6.1 The current project funding for the Medway Hospital Project is due to end on the 31 March 2025. Funds are available to continue the project, but only at the level of one Senior Youth Development Worker and two Assistant Youth Development Workers. As there are two Senior Youth Development Workers currently in post, it will be necessary to reduce the team to meet the proposed budget window.

- 5.6.2 A meeting was held with staff prior to formal consultation on 5 March 2025 to advise of the situation.
- 5.6.3 There was one request for voluntary redundancy which was accepted by management.
- 5.6.4 Redundancy notice was issued on 14 March 2025, and the last date of service was 31 March 2025. The associated figures of this redundancy are captured in the Early Retirement and Redundancy report being presented to EMC on 03 July 2025 .

## **5.7 Customer and Business Support (CABS)**

- 5.7.1 The Complaints Manager role was reviewed on that basis that the social work qualification and professional knowledge of social care was no longer a stipulation for this post, this significantly changed the job profile, and through job evaluation, the range of the post. The affected employee was engaged early in the process and then formal consultation commenced 13 February 2025, closing early, at the request of the employee, on 28 February 2025.
- 5.7.5 Redundancy notice was issued on 28 February 2025 with the redundancy due to take affect from 31 May 2025, therefore the costs of this redundancy will not be reflected in the Early Retirement and Redundancy report until later in the year.

## **6. Support for Staff**

- 6.1 The Council recognises that change can be an unsettling time for everyone, and every effort is made to support staff. In addition to the individual meetings staff can have with their managers, the HR service provides support for affected employees and wherever possible we will help support the redeployment of individuals into new roles, alongside their line manager.
- 6.2 The Council's employee assistance provider, Care First, provides a free counselling and information line 24/7, 365 days a year. The Care First information line is managed by Citizens Advice Bureau trained advisers and can offer advice on a wide range of issues, which affect daily life such as employment, benefits, housing, debt etc.
- 6.3 We also encourage staff to talk to their trade unions for further advice and support. A Workplace Chaplain is also available to staff for support.

## 7. Risk management

Risk	Description	Action to avoid or mitigate risk	Risk rating
Loss of highly valued skills & knowledge	Should staff be made redundant then the council risk losing valued knowledge, skills, and experience	Redeployment of staff with transferrable knowledge, skills, and experience	DIII

Likelihood	Impact
A Very likely	I Catastrophic
B Likely	II Major
C Unlikely	III Moderate
D Rare	IV Minor

## 8. Financial implications

- 8.1 The financial impact resulting from the various restructures have been reflected in the Council's revenue budget, with redundancy costs met from individual budget areas.

## 9. Legal implications

- 9.1 The proposed redundancies are being carried out in accordance with the Council's reorganisation procedure, and formal consultation with the trade unions and staff has taken place or is in the process of taking place.
- 9.2 The Council must ensure that the process for any proposed redundancies complies with the required statutory obligations to inform and consult employees both collectively and individually under Section 188 of The Trade Union and Labour Relations (Consolidation) Act 1992. The Council is also under a duty to inform the secretary of state under Section 193 of the above Act about proposed redundancies, where the relevant threshold has been met.
- 9.3 The process adopted must be in accordance with the Council's Organisational Change Policy (including redundancy) and comply with the general principles of fairness to minimise the risk of successful Employment Tribunal claims.

## Lead officer contact

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## Appendices

Appendix A – Summary of Reorganisation Activity

## Background Documents

None