



Employment Matters Committee

28 January 2026

Organisational Change

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Summary

This report details new reorganisations of services and transfers under the TUPE regulations for the period 1 April 2025 to 30 September 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;
- 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 separate items on the agenda for this meeting.

4. Summary of ongoing Organisational Review consultations

4.1. **Customer & Business Support (CABS)**

- 4.1.1. The Complaints Manager role was reviewed on the 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.
- 4.1.2. 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 are reflected in the Early Retirement and Redundancy report this time.

5. Summary of new Organisational Change proposals

5.1. **Medway Virtual School**

- 5.1.1. Following a review of service provision, a revised structure was proposed to enhance the delivery of SEND services. This involved the deletion of two existing posts and the creation of four new roles. One of the affected postholders was matched to one of the new positions with no change to their terms and conditions. The other postholder

successfully secured one of the new roles, which represented a promotion. As a result, no redundancies occurred, and the remaining new posts have since been filled through recruitment.

5.2. Establishment of a new Assessment Team within SEND

5.2.1. Funding of £500,000 was allocated to enhance service provision and reduce reliance on agency staff in undertaking assessment functions. Job profiles, competency frameworks, and guidance aligned with the Inclusion team were developed, enabling the recruitment process to proceed. As a result, nine new posts were established within SEND; one at R6, one at R5, six at R4, and one at R3.

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 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 and Employee Wellbeing Champions are 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