

Employment Matters Committee

2 July 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 October 2025 to 31 March 2026 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 28 January 2026 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 so no appendix included in this report.
- 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 new Organisational Change proposals

4.1 Greenspaces TUPE

4.1.1 On 16 December 2025, Cabinet approved the transfer of a range of greenspace functions currently delivered by Medway Norse under the joint venture agreement to Medway Council. As part of this change, the following functions and associated staff will transfer to the Council in accordance with TUPE regulations:

- Greenspaces client management function.
- Urban ranger function.
- Medway's country parks.
- Allotments function.
- Trees function.

4.1.2 HR engagement with affected Medway Norse colleagues is ongoing to support a smooth transition ahead of the implementation date of 1 April 2026

4.2 Culture & Libraries

4.2.1 As at March 2026, work was underway to redesign the Culture and Libraries service to bring together functions with complementary objectives, in response to a combination of strategic opportunity, operational need, and organisational ambition.

4.2.2 The proposed changes are driven by a number of key factors, including:

- Strategic investment and growth opportunities.
- Service integration and expansion.
- Financial sustainability.
- Placemaking and economic development.
- Strengthened community engagement and impact.
- Improved operational efficiency and modernisation.

4.2.3 Proposals for four new Head of Service roles were scheduled for advertisement in April 2026.

4.3 Sports, Greenspaces & Climate Change

4.3.1 The transfer of greenspace functions from Medway Norse on 1 April 2026 (as outlined in section 4.1) will significantly expand both the scope and complexity of the Sport, Greenspaces and Climate Response service. This includes the introduction of key operational responsibilities, such as client management of the ongoing multi-million-pound Medway Norse greenspaces contract.

4.3.2 In recognition of these changes, a transformational service reorganisation is proposed. This will establish clearer lines of accountability and responsibility, maximise the effective use of skills across the service, and enable longer-term strategic planning to be delivered alongside strong operational performance.

4.3.3 Head of Service positions were advertised in March 2026.

4.4 Upnor Castle and Temple Manor

4.4.1 Cabinet approved recommendations on 13 January 2026 to terminate the Local Management Agreement with English Heritage for both Upnor Castle and Temple Manor.

4.4.2 The transfer of operational responsibility for Upnor Castle has staffing implications and will result in the TUPE transfer of two permanent employees, with an intended implementation date of 1 April 2026.

4.5 Facilities Management TUPE

4.5.1 The TUPE transfer of Facilities Management from Norse. Facilities Management services have been delivered by Medway Norse since 2013 under a joint venture partnership. While the partnership has been highly successful, the Council has undertaken a review of its facilities management arrangements and concluded that now is the appropriate time to deliver these services differently.

4.5.2 As such, a new hybrid arrangement where some services are provided in-house and others are contracted out has been agreed by

Cabinet. A key priority is to ensure that all Medway Norse facilities management staff affected by these changes are not disadvantaged as a result.

4.5.3 Work to transfer staff to both the employment of Medway Council and to other service providers on 1 April 2026 is underway.

4.5.4 All staff transferring into the employment of Medway Council will do so on their current terms and conditions of employment (i.e. Norse Terms). There is an intention, post implementation, to offer staff the opportunity to voluntarily take up new contracts, on Medway Terms and Conditions of employment.

4.6 Macmillan Service

4.6.1 The Macmillan team have been providing an excellent service on behalf of Macmillan providing welfare benefits advice to those affected by cancer. Due to a change in the way Macmillan fund support, the service has changed and Medway will no longer be delivering this service. This results in the team being at risk of redundancy.

4.6.2 Alongside the Macmillan service being closed the council now has to deliver the Crisis and Resilience Fund (CRF). The Fund aims to provide a safety net for people on low incomes when they face unexpected money problems and help build local financial resilience so future crises are less likely.

4.6.3 Due to the transferable skills, and requirement for a team which mirrors the capabilities of those currently delivering the Macmillan service, it is proposed that the new CRF team and roles will be suitable alternatives to redundancy for those at risk.

4.6.4 Formal consultation for this will begin in May 2026 with the expectation of an implementation date of 1 June 2026.

4.7 CABS/ASC

4.7.1 Adult Social Care (ASC) is bringing its front-door telephony and core administrative support under direct ASC management. This means that the telephony function currently delivered through Customer and Business Support (CABS) for Adult Social Care would move into ASC, along with the staff who deliver this work.

4.7.2 This is a transfer of function, not a reduction in service and not a redundancy proposal. All staff would transfer over to ASC and would continue to provide the same service and deliver the same work to ASC as they did whilst under CABS. Staffe would still supporting Adult Social Care customers, but within the ASC structure rather than CABS. Specific date of implementation to be confirmed but the expectation is to be completed by the end of June 2026.

4.8 Facilities Management & Capital Projects

4.8.1 In order to support the new service delivery model detailed at 5.5, additional resources and some adjustments to an existing role was identified to meet these demands. These are detailed below.

4.8.2 New posts to be established:

Job Title	Range	FTE
Strategic Service Manager - Facilities Management and Capital Projects	SSM	1.00
Head of FM Delivery	SM	1.00
Marine Assets Technical Support Officer	R4	1.00

4.8.3 Posts redundant in the new structure:

Job Title	Range	FTE
Head of FM & Capital Projects	SM	1.00

4.8.4 Change of job title and some revisions to the job accountabilities which do not impact the grading:

Current Post Title	New Post Title	Range
FM Contracts Manager	Technical Services Manager	8

4.8.5 A business case set out the proposal and staff consultation was held between 12-19 March. The new posts were advertised (with the Strategic Service Manager post being filled by the former Service Manager thereby avoiding any possible redundancy liability).

4.8.6 All arrangements in place for the new structure to go live on 1 April 2026.

4.9 Re-organisation of SLT in Regeneration, Culture & Environment

4.9.1 Following the appointment of the Director of Place in August 2023, an initial review of the RCE management structure identified opportunities to improve the alignment of services, strengthen strategic oversight, and better connect related areas of work. Some reporting lines were historical rather than functional, creating inefficiencies, duplication, and inconsistencies in decision-making.

- 4.9.2 The Director and the RCE Directorate Management Team (DMT) therefore undertook a detailed review of the structure to identify where changes could improve coherence, operational effectiveness, leadership capacity, and cross-service collaboration.
- 4.9.3 A business case set out proposals to realign a number of services within the Regeneration, Culture and Environment (RCE) Directorate to create a more coherent structure, strengthen strategic leadership capacity, improve cross-service collaboration, and ensure that services were positioned to meet current and future organisational demands. This included converting the fixed-term Strategic Head of Public Realm role into a permanent position, ensuring consistent leadership, continuity of service delivery, and long-term stability across the programme.
- 4.9.4 The model introduced three new Strategic Service Manager roles, realigning several service areas to ensure better functional fit, and removed three existing Service Manager posts that no longer aligned with the strategic direction of the Directorate.
- 4.9.5 The restructure aimed to improve organisational resilience, streamline decision-making, enhance alignment with corporate priorities and transformation activity, support effective partnership working, and prepare the Directorate for future changes including Local Government Reorganisation (LGR).
- 4.9.6 A business case was prepared and shared with staff on 3 March. Consultation concluded on 10 March. The new Strategic Service Manager posts were secured by the former Service Managers thereby avoiding any possible redundancy liabilities.
- 4.9.7 The new structure was in place on 29 March 2026.

5. Support for Staff

- 5.1 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.
- 5.2 The Council's employee assistance provider, Optima Health, provides a free counselling and information line 24/7, 365 days a year. The Optima Health 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.

5.3 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.

6. 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	D3

For risk rating, please refer to the following table:

Likelihood	Impact:
A Very likely	1 Critical
B Likely	2 Major
C Unlikely	3 Moderate
D Rare	4 Minor

7. Financial implications

7.1 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.

8. Legal implications

8.1 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.

8.2 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.

8.3 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.

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Appendices

None

Background Documents

None