



Policy:

HR 049 - Redeployment

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Policy Owner	People Directorate
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Summary of policy

This policy is set out to support staff members and managers with the redeployment process.

The changes made to this version of the policy are summarised on page 2 and 3 (Amendment Log).

Target audience	All staff
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Keywords	Redeployment, support, transfer, change,
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Storage & Version Control

This is Version 4 and is stored and available through the SHSC Intranet/Internet.

This version supersedes the previous Version 3.2 [July 2021].

Any copies of the previous policy held separately should be destroyed and replaced with this version.

Version Control and Amendment Log

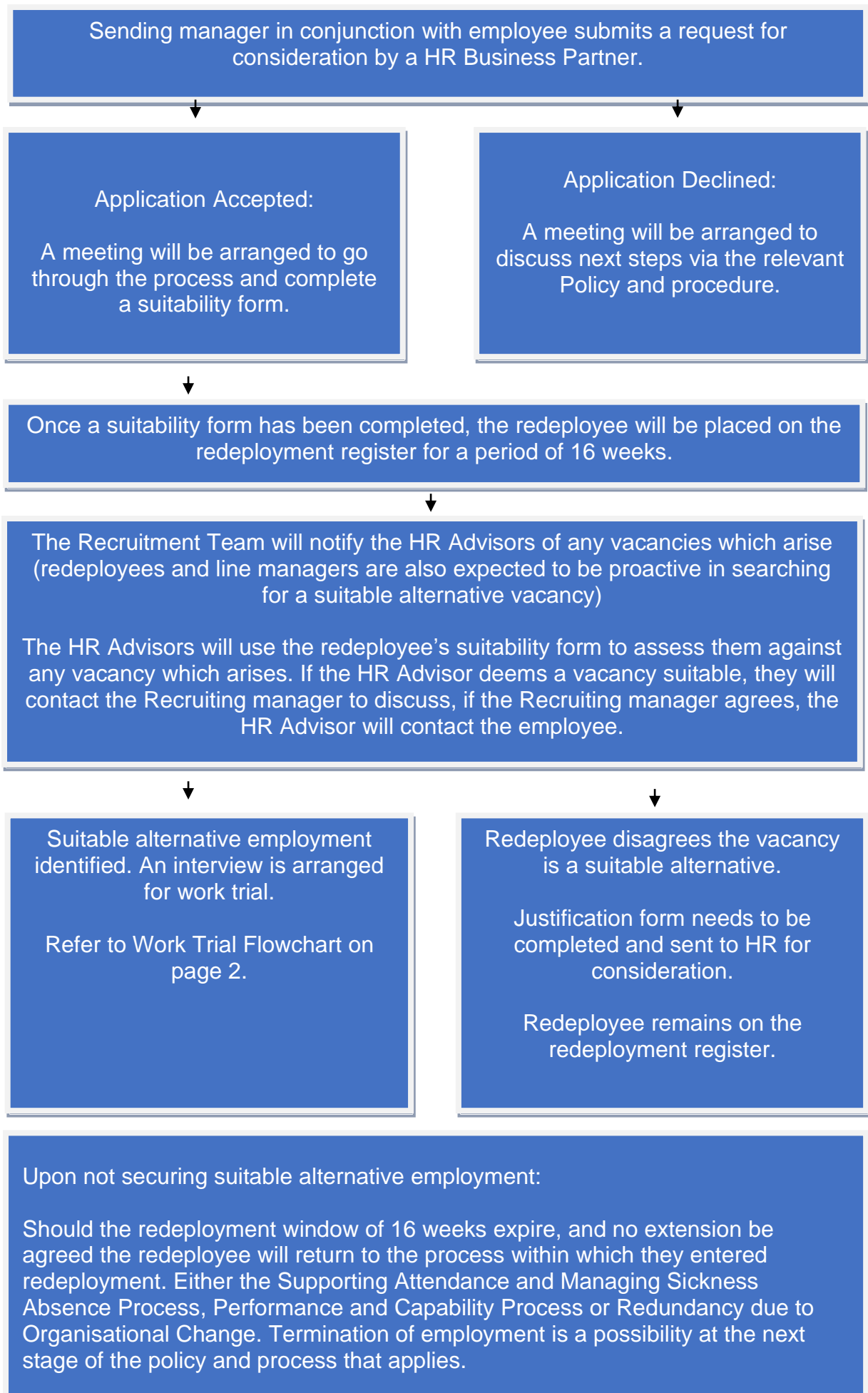
Version No.	Type of Change	Date	Description of change(s)
1	New draft policy created	October 2016	Policy transferred to new format and review of work-trials, redeployment time on the register, refusal of a suitable alternative, routes to appeal and related policies
	Ratification and issue	October 2016	Revisions made to policy following HR review. Ratification and issue.
2	Modification	February to April 2017	Removal of duplicate sections (e.g., checklist). Changes to Suitable Alternative criterion, links to supporting documents and linked policies, removal of HR compact reference.
	Ratification and issue	April 2017	
2.1	Extension to review date ratified at WODC in May 2020.	May/June 2020	Extension to review date ratified by WODC in May 2020. New review date is 30/09/2020.
2.2	Extension to review date ratified by the People Committee in September 2020	September 2020	Extension to review date ratified by the People Committee in September 2020. New review date is 30/11/2020.
3	Consultation and total re-write	July 2020 - November 2020	Policy made easier to follow. Clearer structure. Modification to duration on redeployment register - extended to 4 months and justification to decline suitable alternatives by employee.
	Approved, Ratified, and issued (never issued)	November 2020	
3.1	Amendments made to P5 and P11 following ratification.	December 2020	Policy Governance informed of amendments via e-mail.
3.2	Amendments made to P10 and appendixes	May 2021	Amendment made to reflect no limit of number of opportunities to be declined by employee and Trust custom and practice re end of fixed term contracts. Right to appeal regarding the justification outcome
4	Policy Review	Nov 2023	Transferred existing previous policy, version 3.2 to the new policy template.
	Improved clarity	Nov 2023	Improved Flow Chart Clarity and added separate flowchart for work trial.
	Improved clarity/consistency	Nov 2023	Replaced terminology from '4 months' to '16 week' throughout to improve consistency and clarity.
	Re-aligned structure	Nov 2023	Changed order of Scope/Purpose of the policy in line with the new policy template

			and structure.
	Updated Suitability Form	Nov 2023	Updated Appendix B, Suitability form.
	Reformat	Nov 2023	Re formatted all appendices and forms including to font 12 Arial.
	Added template	Nov 2023	Added Appendix G Redeployment review template.
	Added content	Nov 2023	Sec 1, P3, Paras 1,2 & 3 added. Core Principles and Actions.
	Added content	Nov 2023	Sec 2, P4, Paras 2,3 & 4 added, detail of scope.
	Added content	Nov 2023	Sec 3, P4, Paras 1,2 & 3 added detail of purpose.
	Added content	Nov 2023	Sec 7.2, P8, Paras 5,6,8& 9 added.
	Added content	Nov 2023	Sec 7.3, P15, Para 1, 5,6,7 & 8 added.
	Added content	Nov 2023	Sec 7.4, P16, Para 1,2 added section.
	Added content	Nov 2023	Sec 7.6 P17, Para 1 to 5, added section.
	Added content	Nov 2023	Sec 7.10, P18, Para 1 to 5, added section.

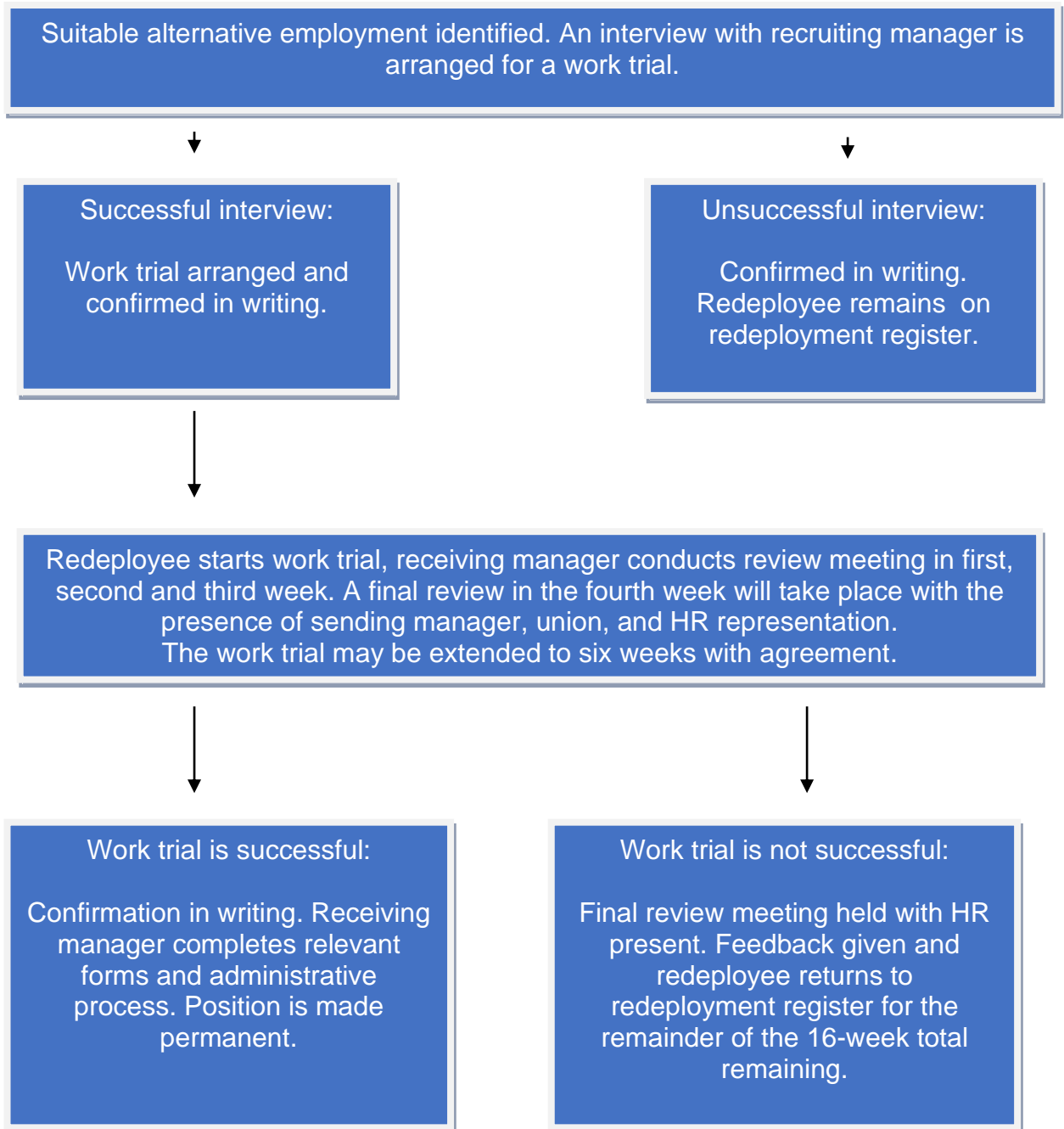
Contents

Section		Page
	Version Control and Amendment Log	
	Flowcharts	1
1	Introduction	3
2	Scope	4
3	Purpose	4
4	Definitions	5
5	Details of the policy	5
6	Duties	5
7	Procedure	7
	7.1 Applying for Redeployment	7
	7.2 Identifying suitable alternative employment	8
	7.3 Work Trial Review Meetings	10
	7.4 Employee Support	11
	7.5 Ill Health	11
	7.6 Difficulty finding suitable alternative employment	12
	7.7 Maternity	12
	7.8 Pay and banding	12
	7.9 Ringfencing	13
	7.10 Completion of the 16-week work trial	13
	7.11 Conclusion	13
8	Development, consultation, and approval	14
9	Audit, monitoring and review	15
10	Implementation plan	15
11	Dissemination, storage, and archiving (version control)	16
12	Training and other resource implications	17
13	Links to other policies, standards, references, legislation, and national guidance	17
14	Contact details	17
	APPENDICES	
	Appendix A – Request re Redeployment Register	18
	Appendix B – Request Approved letter & Suitability form	19
	Appendix C – Interview outcome and work-trial	25
	Appendix D – Justification Form	27
	Appendix E – Letter response to justification	28
	Appendix F – Work trial review meeting templates	34
	Appendix G – Redeployment Review meeting template	38
	Appendix H – Equality Impact Assessment	39

Procedure Flowchart



Work Trial Flowchart



1 Introduction

Sheffield Health and Social Care (SHSC) acknowledges that there may be occasions whereby a member of staff's employment is affected by either an organisational change process or as a result of ill health/long term health condition or disability, where a fixed term contract comes to an end and the employee the employee has two or more years continuous service.

The redeployment procedure supports staff who either due to an organisational change process or due to health reasons are no longer able to continue in the role they were employed into, to identify suitable alternative employment within SHSC with the aim of ensuring continuity of employment for those affected.

The framework of this policy is to outline the process and the procedure of redeployment, the roles, and responsibilities of those involved, the time and the approach for supporting employees during this process. The core principles and actions of this policy is to avoid the loss of skilled and dedicated staff within SHSC, but at the same time recognising that there may be occasions where this is necessary.

Core principles and Actions:

- Valuing the hard work, skills, compassion, and experience of our people and recognising, that on occasion staff may find themselves in a redeployment situation and where this happens SHSC will make every effort to find eligible staff suitable alternative employment.
- Creating a respectful and compassionate culture when supporting staff, who are subject to a redeployment situation, by considering any personal circumstances, ill health/long term condition/disability that may prevent them from securing an alternative role, by seeking appropriate advice and support and making reasonable adjustments where appropriate, to enable suitable alternative employment to be secured.
- Ensuring a well led approach to the redeployment process, ensuring that the aim of the redeployment process is clear and expectations for managers and staff are clear.
- All staff registered within redeployment are afforded the same opportunities.
- Ensure that staff can provide sufficient information, for suitable alternative employment to be sought.

SHSC will seek to redeploy employees to sustain job security, where possible, by ensuring successful matching of people to vacancies consistent with SHSC's financial viability and service needs.

SHSC recognises the importance of attracting and retaining skilled and committed employees. From time-to-time employees who have been unable to be redeployed within their Directorate (see Organisational Change Policy) may be placed on the Redeployment Register. There are also other prescribed circumstances, detailed within the Policy, where placement on the Redeployment Register will be appropriate.

This policy has been developed in partnership with local Trade Unions. It meets the minimum standards set out within the NHS and reflects relevant current employment legislation. It

should be noted that this Policy will not be used as an alternative to effective performance management through other appropriate policies.

2 Scope

This policy shall apply to all staff members employed by SHSC. This policy does not apply to employees on medical grades, bank workers, agency workers or contractors.

Staff will be registered within the redeployment process if:

- Their role is at risk because of an organisational change process

OR

- For staff who due to health reasons are unable to fulfil the duties of the role they were employed to do and where Occupational Health have advised redeployment,

OR

- Where the employee occupies a fixed term contract, due to cease when the employee will possess more than two years recognised, continuous service.

Staff to whom TUPE applies are not classed as 'at risk' and will not enter the redeployment process.

Employees can be managed simultaneously under multiple policies and not one policy or process will be prioritised over others.

3 Purpose

The purpose is to support staff who find themselves in a redeployment situation either because of an Organisational Change process or due to ill health/long term condition or disability that prevents them from fulfilling the requirements of the role they were employed to do.

The process will ensure a consistent approach is applied to all staff who are registered within the redeployment process.

Will equip staff who are subject to redeployment, with sufficient information, to understand aims and expectations of the redeployment process.

The purpose is to assist with the successful redeployment of staff into suitable alternative employment by means of SHSC's Redeployment Register. The circumstances when such a placement will be considered are:

- Once redeployment with the same area/service/directorate has been exhausted (see policies on Organisational Change and Redundancy)
- Where there is a health issue, and it is decided that placement on the register would be appropriate
- Where it is considered beneficial for an individual who has raised a Grievance, Bullying and Harassment claim or Whistleblowing claim

- Where the employee occupies a fixed term contract, due to cease when the employee will possess more than two years recognised, continuous service

Individuals who are placed on the Redeployment Register for reasons not directly arising from organisational change will not be subject to the Redundancy Policy and so there would be no dismissal for redundancy or associated redundancy payment.

4 Definitions

Sending manager: the current line manager of the employee requiring to go onto the redeployment register.

Request form: the initial form, completed by the employee and sending manager to request approval to go onto the Redeployment Register.

Suitability form: the form which collates information which the employee has provided to assess them against suitable vacancies.

Receiving (Recruiting) manager: the manager which has the vacancy within their service and facilitate the work trial.

Justification form: the form which is to be completed by the redeployee who may be assisted by their union representative and assessed by Senior HR Team if, they disagree the vacancy identified by the HR Advisor and Recruiting manager is not suitable.

Work-trial: a trial period of 4 weeks to provide any induction or departmental training that is required. This period may be extended to 6 weeks in agreement by all parties, facilitated by the Recruiting manager.

5 Detail of the policy

Please refer to the introduction at section 1.

6 Duties

All employees of SHSC should be made aware of their roles and responsibilities to ensure that staff receive the best support during the redeployment process.

Sending manager

- In conjunction with the employee, complete a request form and send this to the appropriate HR Advisor
- Conduct the initial redeployment meeting
- To conduct monthly review meetings during the redeployment period in an appropriate and accessible location with HR support, and Trade Union representative or work colleague support. This meeting should cover any suitable alternative posts, the redeployment process, and any additional support the staff member requires i.e., wellbeing
- Ensuring appropriate support is given to the staff member through the redeployment process and allowing reasonable time for the staff member to explore for a suitable alternative position

- To ensure that appropriate medical advice is given regarding health redeployments and occupational health referrals if appropriate
- Offer the employee wellbeing support, for example: Workplace Wellbeing and Talking Therapies
- Ensuring any decisions are made in line with the linked policies
- Ensuring the staff member is given the right to representation at the appropriate times
- To ensure any reasonable adjustments under the Equality Act 2010 are met
- To allow suitable time off to attend interviews outside of SHSC
- To attend the final review meeting with the recruiting manager, HR Advisor and Trade Union Representative

HR Advisor

- Support and consult with all parties throughout the process
- To consult with sending manager to arrange meetings every four weeks whilst the redeployee is actively on the redeployment register
- To consult with sending manager to set up review meetings and support with associated meetings
- Ensuring any decisions are made in line with the linked policies
- Issuing correspondence throughout the process and support with drafting correspondence
- To ensure staff members are referred to Occupational Health when appropriate, particularly in situations due to ill health and disability

Employee (redeployee)

- In conjunction with the sending manager, complete a request form and send this to the appropriate HR Advisor
- Contact their Trade Union representative and inform them of all subsequent meetings they would wish them to attend
- If the request to go onto the Redeployment Register is approved, complete a suitability form
- Be flexible and available to attend meetings
- Have a responsibility to consider and pursue all suitable alternative positions, and to keep HR, Trade Union representative and their line manager updated
- Putting themselves forward for suitable vacancies
- Understanding that reasonable changes in working arrangements, pay and responsibilities may occur in line with criteria
- Not unreasonably turning down a suitable alternative employment

- Should an offer of suitable alternative employment be turned down then the staff member will need to complete a justification form. By not accepting a role which SHSC deems as a suitable alternative, the staff member may forfeit their redundancy rights
- Contact Workplace Wellbeing or Talking Therapies if required
- Attend Occupational Health or other medical appointments as requested

Trade Union representative

- Consult with all relevant parties to agree a redeployment policy which meets the minimum standards set out within the redeployment and reflects relevant current employment legislation
- Provide support to members, including ensuring that their members are aware of their rights and responsibilities under this and other relevant policies and ensuring that any concerns are raised as soon as possible to enable early discussion and, where possible, facilitate early resolution
- Contribute to monitoring, evaluation, and review of this policy

Recruitment Team

- Inform the HR Advisors in a timely manner of any suitable vacancies for redeployees
- Place suitable vacancies on hold for redeployee priority
- If necessary, ensure background checks are conducted

HR Business Partners, Deputy Director of People & Director of People

- Providing support to employees undergoing the redeployment process
- Accepting corporate responsibility for Trust staff by responding positively to requests to consider staff undergoing redeployment
- Responding to redeployment requests in a timely manner

Recruiting (Receiving) manager

- Advise whether redeployee would be suitable for their vacancy
- Be involved in the interviewing process for work trial
- Support redeployee during the work trial overseeing any induction and departmental training and hold review meetings
- If work trial is successful, complete relevant forms for contractual changes

7 Procedure

7.1 Applying for Redeployment

The line manager (sending manager), in conjunction with the employee will need to request to go onto the redeployment register by completing a request form which is submitted to the relevant HR Advisor. The HR Advisor will consult with a HR Business Partner, See Appendix A for request form.

The HR Business Partner will consider the request and advise the HR Advisor whether the request has been approved or declined.

Employees subject to redeployment because of organisational change will automatically be placed on the redeployment process and do not need to apply. The date organisational change redeployees commence onto redeployment will be agreed within the organisational change process and consultation.

Once the HR Advisor is advised of the outcome and rationale they will need to confirm in writing to the employee and sending manager. If the request is approved, a meeting will be arranged with the employee (redeployee), sending manager and Trade Union representative (if appropriate) to discuss the process and complete the suitability form.

If the request is declined, the same process applies; the outcome and rationale will be communicated to the employee and a meeting will be set up to discuss next steps. See Appendix B for the outcome letter and suitability form.

Once the meeting has taken place and the form has been completed the redeployee will be placed on the redeployment register on a mutually agreed date.

The redeployee will be placed on the redeployment register for a period of sixteen weeks. A request to extend this period can be proposed by both the employee and manager. A request for any extension may be submitted to a HR Business Partner, the Deputy Director of People or the Director of People for review and authorisation. The length of extension and date identified for cessation will be communicated to the employee.

7.2 Identifying Suitable Alternative Employment

The sending manager will have a redeployment review meeting every four weeks with the redeployee, HR may be present at these reviews and redeployees are entitled to bring union representation, These review meetings will be to discuss general wellbeing, the progress of any additional training and any vacancies identified and applied for, or justification forms submitted.

At the 12-week review, the redeployee should be reminded that it is a 16-week window, Though at all stages, all parties should endeavour to secure an alternative role for the redeployee, the sending manager at this stage will need to consider starting to compile a management statement of case with HR support.

The Recruitment Team will advise of any vacancies which arise, the HR Advisor will initially assess the redeployee against the person specification using their suitability form. If they are a potential match, the HR Advisor will contact the Recruiting manager to clarify and confirm if they would be suitable.

When assessing the potential suitability of a role, the redeployees knowledge, training, experience, and skills will be assessed against the essential criteria as outlined in the person specification. Where the person specification is not met discussions will take place to determine whether the requirements can be met within a reasonable period.

A summary of guidance on suitable alternative employment is set out below:

Travel	Limitation of 45 minutes extra journey time, each way from home to new base.
Contracted Hours	Within the boundary of up to 12.5% either way.
Pay	Same band or within a reduction of 1 band.

There may be some roles where it is essential for certain criteria to be met upon commencement of the role, in the event of this the role may be deemed an unsuitable alternative, the recruiting manager must provide sufficient rationale as to why certain criteria is to be met upon commencement and cannot be gained during time in the role.

If the role is deemed appropriate the HR Advisor or sending manager will send the details of the post, with a deadline for a response.

The employee must inform the Human Resources Business Partnering Team (HRBP Team) within 3 days whether they agree the post appears to be suitable. If the redeployee deems a post unsuitable, they must provide the reasons as to why it is not suitable within a justification form. The employee may lose their right to redundancy pay if they unreasonably turn down suitable alternative employment. Redeployees will need to identify prior to annual leave commencing whether they will be contactable to consider opportunities. Vacancies cannot be held indefinitely and if the employee is uncontactable the post maybe authorised for advertisement. Similarly, should the employee be hospitalized or uncontactable due to ill health, the post may be authorised for advertisement.

If a response within 3 days is not received then a preferential interview maybe arranged, this will be done if the HRBP Team feel they have sufficient information to deem the post as potentially suitable. Unless there are exceptional circumstances employees will be expected to attend any arranged redeployment interview.

If employees refuse to consider posts, do not participate in the process, or turn down posts unreasonably then this will be considered, when discussions are taking place in relation to potential progression to a management meeting, whether this be on the ground of redundancy or health. If an employee is in the redeployment process because of organisational change this may mean that they do not receive a redundancy payment. Employees need to be made aware this may waiver their contractual rights e.g. rights to redundancy pay.

Once identified redeployees should be encouraged to contact the recruiting manager prior to the interview to discuss the post and visit the team.

The interview is an opportunity for the recruiting manager to check not only qualifications and experience but also that the redeployee has the required skills for the job. It may include proficiency assessments e.g., typing test. The redeployee will have the opportunity to discuss any reasonable adjustments and flexible working arrangements they might need. There may be limited competition if other redeployees are identified as being suitable. Here the redeployee and Recruiting manager will be able to discuss the position in detail.

The Recruiting manager will be responsible for delivering the outcome of the interview to the redeployee and pass on feedback. If the redeployee is successful, a work trial will be arranged. If the redeployee is not successful, they will return to the redeployment register.

If the recruiting manager agrees the redeployee would be suitable, and the redeployee declines the opportunity of an interview, the redeployee will need to confirm in writing justifiable reasons as to why it is not suitable and complete a justification form (please see Appendix D) which is submitted to the relevant HR Advisor. The HR Advisor will consult with the HR Business Partners. Confirmation of the outcome will be sent to the redeployee in writing, outlining if the justification is upheld or not (Appendix E). Once the outcome has been received the redeployee will have the right to appeal within seven working days.

The work trial will last for four weeks, which may be extended to six weeks with agreement by all parties. Any reasonable training needs will be met, and a further extension may be requested.

If the redeployee is absent due to sickness during the work trial, then either an extension or an end to the work trial may be agreed by all parties.

When the employee starts a work trial, the 16-week redeployment window of which they are on the redeployment register is paused. In the circumstances that the work trial is unsuccessful, the duration of the 16-week window will be reinstated at the point it was paused.

The Receiving manager (Recruiting manager) is to hold a minimum of four meetings with the employee. An initial meeting to set out the duties and responsibilities of the role and understand if the employee will need any initial support, including any additional training which may be required. If the training required exceeds the four weeks an extension may need to be agreed if reasonable and practical, at the initial meeting.

A check in on the second week, a check in on the third week and a final review meeting to conclude whether the work trial has or has not been successful, the final meeting will include the sending manager (HR and Trade Union representative support available if required).

These review meetings will function as a solid reference for if the work trial is not successful. HR will need to be consulted if the Receiving manager has any concerns. Refer to section 7 of the policy on how to conduct the review meetings, please also see Appendix F.

If the work trial is successful, the receiving manager will need to complete any relevant forms and administrative process.

7.3 Work Trial Review meetings

All offers of appointment following a redeployment preferential interview will be subject to a 4-week work trial period. The redeployee will be given full opportunity to discuss any adjustments required during the process. The start date should be negotiated between the sending line manager and the recruiting line manager. In certain circumstances it may be able to start quite quickly; in other situations, there may be an ask to continue in the existing post for a period to ensure continuity of care for service users.

The purpose of these meetings is to keep a written record of the employee's progress throughout the work trial; highlight any training needs, provide wellbeing support and to initiate reflection. These reviews are to be conducted weekly by the receiving manager and redeployee; the reviews will help form the decision of the work trial outcome.

The Receiving manager is to consult with HR if there are any concerns at any stage, especially before an outcome of the work trial is delivered at the final review meeting. Please see Appendix F for template review forms.

Initial meeting

- Outline the responsibilities and duties of the position in line with the job description and person specification and set the employee objectives to measure their progress through the trial
- Identify any minor to moderate training needs which the employee may need supporting with
- To introduce and settle the employee into their new working environment
- Provide a forum or mentor for the employee to ask any questions

Second and third week

- Review the objectives set in the initial meeting, review the employee's progress
- Identify any further training needs
- Provide and receive any feedback to/ from the employee and to check their wellbeing

Final fourth review

- Review and reflect on the work trial
- Discuss with the employee and confirm to the employee the outcome
- Review and confirm the Job Description and Person Specification with the redeployee
- Sending manager, receiving manager and HR Advisor to meet with the employee (Trade Union representative can be present at this meeting if required)

Complete Appendix F (Fourth Review) during the meeting, This form should be completed by the receiving manager within the last week of the employees work trial. The purpose of the meeting is to review and reflect on the work trial, to discuss and justify any extension requirements if needed.

If the work trial is successful, the receiving manager is to complete the change on ESR manager self-service and submit the forms for pay protection and excess travel where applicable to payroll via Workforce.

If the receiving manager identifies substantial concerns which warrants not confirming the work trial to become a permanent/ fixed term position, then Human Resources will need to be consulted prior to delivering the outcome to the employee. Progress of the work trial should be continually updated to the employee during the weekly reviews in weeks one to three. The redeployee should be aware prior to the final review of the likeliness of whether it will be successful or not. In exceptional circumstances, and where appropriate, a work trial can be extended for a further two weeks to a total of 6 weeks to allow for additional support and training to take place allowing for a more informed decision on conclusion of the work trial.

If a post is not deemed to be suitable then the vacancy will be recruited to in line with the normal recruitment process.

7.4 Employee support

Employees should be offered support throughout the redeployment process as this can be a worrying time. The sending line manager with support of the HRBP Team will ensure that the appropriate support is offered during the redeployment process. SHSC offers a wide range of support from wellbeing, personal support, personal and professional development, SHSC Staff Network and support groups and staff wellbeing groups. Employee support can be found on the SHSC intranet on the Health Wellbeing pages.

Employees may also need support or training in interview techniques. The sending line manager should support the redeployee throughout the time they are in redeployment and can request training to help the redeployee improve skills, e.g., interview skills training, IT training, arrangements to shadow other areas, departments, and posts to gain experience should the redeployee wish to do so.

Details of Financial Support can be found on Jarvis, search 'Financial Support'.

7.5 Ill health

Redeployment should be considered if due to ill health or disability an employee is unable to fulfil their current role, ensuring that all appropriate reasonable adjustments have been exhausted before considering. This should only be done with the consent of the employee and in line with the Equality Act 2010. Eligible employees who must change jobs permanently to a position on lower pay due to work related injury, will receive a period of protected pay that is the same as local provision for pay protection during organisational change.

The Occupational Health report will provide information on the employee abilities and restrictions, which will support in finding a suitable alternative role for the employee. A meeting involving the employee, manager and HR Advisors should take place to consider alternative employment; The skills and suitability of the employee, any adjustments which may have to be made, the length of time over which redeployment will be sought and the needs of the service, any extension to the redeployment process. The employee has the right of representation, by a Trade Union representative or a work colleague at this meeting.

During the 16-week redeployment window, should the employee take sickness absence and is unable to engage in the redeployment process then the redeployment window may be paused. It will be restarted when the employee confirms they are able to engage in the process, consider vacancies and attend preferential redeployment interviews where necessary. The redeployee will need to identify their preference and ability to communicate and engage in the process.

7.6 Difficulties finding/securing suitable alternative employment – due to health/disability

If the employee is in redeployment on the grounds of Organisational Change, however it is proving difficult to find/secure suitable alternative employment due to health or disability, SHSC will make every effort to make reasonable adjustments to support finding a role.

Where all options have been exhausted, and suitable alternative employment has not been found, the next stage would be progression to a management meeting.

Discussions will be held between management, HRBP Team, the employee and their representative to determine whether they are still in a redundancy situation or whether it is their health/disability that has prevented either SHSC finding suitable alternative employment or the employee securing suitable alternative employment.

If it is deemed the employee is still in a redundancy situation, a redundancy business case will be compiled by the sending manager with support of the HR Team, which will be sent to SHSC senior management for consideration. If this is agreed then a management meeting on the grounds of redundancy will be arranged, this will be in line with the Organisational Change Procedure and Staff Leaving the Trust policies.

In the event where it is felt that SHSC has found suitable alternative employment, however, it is the employees' health/disability that has prevented securing a role, then the individual will be supported to explore any further reasonable adjustments to enable them to secure a role. Where all options/adjustments have been explored and a suitable role has not been found, the next stage would be progression to a management meeting to determine the individual's future employment with SHSC. On hearing the full details of the management case, the panel still reserves the right for referral for potential redundancy. The individual will have the opportunity to appeal against any outcome of the management meeting. This will be done in line with the Staff Leaving the Trust Policy, Supporting Attendance, and Managing Sickness Absence Policy.

7.7 Maternity

Advice should be taken from HR in relation to any individuals who are pregnant or on maternity leave at the time they are on the redeployment register to ensure appropriate support is in place and any legal implications are properly understood.

7.8 Pay and banding

Whilst the same banding and/ or status cannot be guaranteed (employees would not be matched to higher banded posts), it is accepted that the pay and status must be reasonably similar. There is also a separate Policy on Pay Protection and Conditions of Service. If the employee is interested in an advertised post at a higher band, a job application would have to be submitted in the normal way as priority of consideration could not be made.

Employees will be expected to change from being weekly paid to monthly paid, with financial support, as necessary. Search 'Financial Support' on Jarvis.

7.9 Ringfencing

To ensure that appropriate vacancies can be available to those staff on the Redeployment Register, SHSC will operate the following arrangements:

No vacancy should be filled on a permanent basis, nor should any temporary or fixed-term contract holder be offered a permanent contract without the post being considered for its suitability for those on the Redeployment Register first (this consideration will be undertaken by the recruitment team).

SHSC may advertise posts simultaneously internally and externally, but ring-fencing arrangements will be applied to all applications.

All redeployees who meet the shortlist criteria will be offered a priority redeployment interview. Reasonable adjustments will be made to assist employees with a disability to gain redeployment providing the minimum essential requirements of the person specification are met (advice must be sought from HR).

7.10 Completion of the 16-week redeployment window

If the redeployment window has expired and no suitable alternative employment vacancies have been found and the redeployee is not on a work trial a decision on the next step will

need to be made. The redeployee will return to the process through which they entered redeployment.

If the reason for redeployment is ill health, the employee will return to the Supporting Attendance and Managing Sickness Absence Policy and process, which could result in an Ill Health Dismissal Hearing.

If the reason for redeployment is via a Performance and Capability process the employee will return to the same stage in that process, which is likely to be a Formal Stage 3 Dismissal hearing.

If the reason for redeployment is Organisational Change the employee will return to the process within the Redundancy Policy.

Once the 16-week window has concluded the employee will cease to be considered for any further redeployment opportunities. A hearing under the relevant policy will be arranged. The employee is encouraged to continue to apply for vacancies outside of the redeployment process during this time.

For employees on redeployment through organisational change a management meeting will be held to decide whether the redeployment period should be extended, or the employee is eligible to be considered for redundancy or if ill health dismissal is more appropriate.

7.11 Conclusion

This policy has outlined the redeployment process, the roles, and responsibilities of those involved and set out clear guidance on what is expected of all the parties involved during this process. If you require further support and guidance that has not been covered in this policy, please contact the Human Resources Department on 0114 2263301 or email HRAdvisors@shsc.nhs.uk

8 Development, Consultation and Approval

The following staff / groups were consulted with in the development of this policy document:

- HR Advisors
- Senior HR Management Team
- People Directorate Quality, Risk and Governance Meeting 25 Oct 2023
- Chairs of the Staff Network Groups 5 Oct 2023 and 2 Nov 2023
- Staff Side at the Joint Policy Group 14 Nov 2023
- Approved by the Policy Governance Group 27 Nov 2023

9 Audit, Monitoring and Review

Monitoring Compliance Template						
Minimum Requirement	Process for Monitoring	Responsible Individual/ group/committee	Frequency of Monitoring	Review of Results process (e.g., who does this?)	Responsible Individual/group/ committee for action plan development	Responsible Individual/group/ committee for action plan monitoring and implementation
Individual case review	Completion of casework review	Commissioning manager and HR	Ad hoc	HR Business Partners	HR	People Committee
Monthly reporting	Redeployment Register	HR Business Partners	Monthly	HR	HR	People Committee

The policy review date is 1 May 2027.

10 Implementation Plan

Action / Task	Responsible Person	Deadline	Progress update
Upload new policy onto intranet / website and remove old versions	Policy Governance via the Communications Team	November 2023	November 2023
Overall accountability	Executive Director of People Deputy Director of People	N/A	N/A

11 Dissemination, Storage and Archiving (Control)

Version	Date on website (intranet and internet)	Date of entry in Connect (all staff communication)	Any other promotion/ dissemination (include dates)
1	October 2016	N/A	HR Advisory Team informed
2	April 2017	April 2017	
2.1	May/June 2020	June 2020	
2.2	September 2020	September 2020	
3	November 2020	November/December 2020 (Needed amending therefor never up-loaded)	
3.1	December 2020	December 2020	
3.2	July 2021 (Interim Review)	July 2021 (Interim Review)	
4	December 2023	December 2023	HRBP Team informed

This is Version 4 and is stored and available through the SHSC Intranet/Internet.

This version supersedes the previous Version 3.2 [July 2021].

Any copies of the previous policy held separately should be destroyed and replaced with this version.

All versions of HR policies are stored on the HR Shared Drive by the policy author and the PA to the Executive Director of People.

Word copies of final versions of policies can be obtained from Policy Governance via the PA to the Executive Director of People.

12 Training and Other Resource Implications

Specific training is not relevant to the policy. Managers may obtain advice on the use of this policy from the HR Advisory Team.

13 Links to Other Policies, Standards (Associated Documents)

Promoting Attendance and Managing Sickness Absence Policy
Redundancy Policy
Pay Protection Policy
Organisational Change Policy
Equal Opportunities and Dignity Policy
Recruitment and Retention Procedures
Unacceptable Behaviours Policy
Capability Policy
Grievance Policy
Disciplinary Policy
Whistleblowing Policy
Location Flexibility Allowance

14 Contact details

HR Advisors: HRAdvisors@shsc.nhs.uk
HR Business Partners: Emily Seville and Maria Jessop
Deputy Director of People: Sarah Bawden
Executive Director of People: Caroline Parry
Recruitment Team: Recruitmentteam@shsc.nhs.uk
Trade Unions: Recognised Trade Unions under the Trust Recognition Agreement

Redeployment: request form

Appendix A

Note - Employees subject to redeployment because of organisational change will automatically be placed on the redeployment process and do not to complete this form

This form is to be completed by the sending manager in conjunction with the employee who is requesting to be redeployed. A HR Business Partner will review the employee's request. Notification of the outcome will be communicated to you by your relevant HR Advisor.

Please complete all sections and send to your relevant HR Advisor.

This form will be processed and retained in accordance with the Data Protection Act 2018.

Employee name:	
Job title:	
Reason for redeployment: Please thoroughly outline the reasons for the employee's need to be put on the redeployment register. For example: sickness/ capability/ restructure/ ongoing cases i.e., bullying/ grievance / whistleblowing Please attach any associated documents to support the employees' case i.e., OH report Please list any reasonable adjustments required	

HR use only:

Approved:	Yes/No
Rationale if declined:	
Approved by:	

Appendix B



Sheffield Health & Social Care
NHS Foundation Trust
Address

Tel: (0114)

Note to HR Advisor: email this letter to employee and copy in sending manager. Delete as appropriate the outcome and form (delete this before sending).

DATE

**STRICTLY PRIVATE AND CONFIDENTIAL
ADDRESS ONLY**

**NAME
ADDRESS**

Dear xxx

Redeployment request approved

I am writing to confirm that your request to be placed on the redeployment register has been approved/declined.

Insert rationale for declined request and delete form content below and on following page. Provide details on next steps moving forward i.e., appeal process in writing, dismissal, redundancy, follow sickness policy.

I have therefore arranged for a meeting to take place on **INSERT DATE** in **INSERT VENUE** at **INSERT TIME** to discuss the redeployment process and complete the suitability form. The policy is located on the intranet and form below, I would advise you to familiarise yourself with both. Please complete the suitability form ahead of the meeting and bring the form with you to the meeting for us to review. Alternatively, if you would prefer, we can assist you in completing the form during our meeting.

I would be grateful if you could notify me of the receipt of this letter and confirm attendance no later than **INSERT TIME AND DATE**.

You are encouraged to bring either a trade union representative or work colleague from the Trust to this meeting as appropriate. Please be advised that it is your responsibility to contact your trade union to arrange representation for the meeting.

Kind regards

ADVISORS NAME
HR Advisor

Redeployment: suitability form (Appendix B)

This form is to be completed by the employee once your request has been approved. This form will collect details for us to assess your suitability for any appropriate vacancies which arise while you are on the Redeployment register.

This form will be processed and retained in accordance with the General Data Protection Regulations 2018.

Employee Details			
Employee Name		Sending Manager Name	
Union Representative		HR Representative	
Home Postcode		Personal Email	
Work Email		Mobile Number	
Home Number		Current Substantive Job Title	
Current Band		Current Hours	
Current Work Base		Current Working Pattern	

Qualifications	

Training	

Preferred Location / Preferred Working Pattern:	
Types of roles to be explored:	

Personal Circumstances	
<i>Are there any flexible working arrangements/ reasonable adjustments under the Equality Act 2010 which are currently in place in your substantive role which will need to be considered?</i>	
How do you currently travel to work?	
How long does it take you?	
Are you a car driver and have use of a car?	
Do you have any adjustments currently in place to support you at work, e.g., health or flexible working agreement?	
Do you have a disability that you wish to make us aware of?	
Are you considering work at a lower band?	
Are you considering reducing your working hours?	
Would you be able/willing to increase your hours?	

Experience	
<i>Overview of work history.</i>	
Role Title	
Organisation	
Dates From – To	
Brief Description of Role	
Role Title	
Organisation	
Dates From – To	
Brief Description of Role	
Role Title	
Organisation	
Dates From – To	

Brief Description of Role	
---------------------------	--

Key Skills: Please provide as much information as possible.	For example: IT literate/ confident on telephone, administration/diary keeping
Substantive hours and working pattern: I.e., current working hours; what are the minimum hours you would be able to work. The same number of hours cannot be guaranteed; however, they must be within reason. <i>When assessing consider:</i> <ul style="list-style-type: none"> • <i>Impact of changing hours where benefits are involved (e.g., if going below 16 hours per week)</i> • <i>Within the boundary of up to 12.5% either way</i> 	For example: 37 hours per week, could reduce to 30 hours per week as a minimum. For example: 18.5 hours per week, could increase to 30 hours per week as a maximum.
Postcode, work base and travel arrangements: Whilst location will not normally be sufficient reason for an employee to turn down a potentially suitable post, consideration would be given to additional travel time. No more than an additional 45 minutes each way to daily travelling time but with consideration to an individual's personal circumstances e.g., dependant commitments, methods of travel i.e... Car, bus	For example: S10 3TH. available over all sites/ no restrictions on commuting time. Public transport. For example: S10 3TH. Within a 3-mile radius of home/ need to be 20 minutes away from child's nursery. Own vehicle.
Training Requirements: What training do you need which may help you in the redeployment process.	For example: IT skills

Additional information and comments:	
Date to be placed on redeployment register:	
Employee signature: Or confirm in email when attaching the form	
Date:	

Redeployment Review Dates Prearrange with employee, sending manager, HR Rep and Union Representation dates for review.	
4-week review date:	
8-week review date:	
12-week review date:	
Final 16-week review date:	

Appendix C



Sheffield Health & Social Care
NHS Foundation Trust

Tel: (0114)

Note to Recruiting Manager: email this letter to employee and copy in sending manager and HR Advisor. Delete as appropriate the outcome (delete this before sending).

DATE
STRICTLY PRIVATE AND CONFIDENTIAL
ADDRESS ONLY

NAME
ADDRESS

VIA EMAIL
Dear **NAME**

Interview outcome and work trial

Further to your redeployment interview I would like to thank you for expressing an interest in our team and taking the time to attend the redeployment interview.

I am writing to confirm that we would like to offer you one months' work trial, which may be subject to an agreed extension for the position of **job title**. **OR I am writing to confirm that unfortunately you have been unsuccessful in obtaining a work trial for the position of XX**

To assist you with future opportunities, please see the below feedback. [Insert rationale and feedback. Provide details on next steps moving forward].

Your work trial will start on **date**. Your line manager during the work trial will be **managers name and job title**. They can be contacted on **contact number**.

Please report to **venue**, on the above date at for **time** and ask for **manager**. If you need anything in the meantime, please get in touch.

Yours sincerely

MANAGERS NAME
JOB TITLE

Appendix D

Redeployment: justification form

This form is to be completed by the employee, to express why the vacancy is not a suitable alternative.

The HR Advisor will consult with the HR Business Partners. Confirmation of the outcome will be sent to the employee , outlining if the justification is upheld or not.

Employee name:			
Union representative:			
Objective justification as to why the vacancy is not a suitable alternative:			
Employee signature: Or confirm in email when attaching the form			
Date:			
HR Reviewer:		Justification Upheld:	

Appendix E



Sheffield Health & Social Care
NHS Foundation Trust

Tel: (0114)

**Note to HRBP: email this letter to employee and copy in sending manager and HR Advisor.
(delete this before sending).**

**DATE
STRICTLY PRIVATE AND CONFIDENTIAL
ADDRESS ONLY**

**NAME
ADDRESS
VIA EMAIL**

Dear xxx

Response to justification form

I am writing to confirm that your justification to decline the redeployment opportunity of **JOB TITLE**, identified suitable for you has / has not been upheld.

Insert rationale for accepted/ declined justification.

Please be aware that under the Redeployment Policy, you may lose your right to redundancy pay if you unreasonably turn down suitable alternative employment.

You have the right of appeal against the outcome of this decision. Should you wish to exercise this right you should put this in writing within three working days of receipt of this outcome letter. A member of the HRBP Team will be in touch to arrange a redeployment work trial interview with the recruiting manager.

Yours sincerely

HRBP NAME
HR Business Partner

Work Trial: Initial meeting form (first)**Appendix F**

This form should be completed by the receiving manager when meeting with the employee on their first day of their work trial.

The purpose of the meeting is to:

- Outline the responsibilities and duties of the position in line with the job description and person specification and set the employee objectives to measure their progress through the trial.
- Identify any minor to moderate training needs which the employee may need supporting with.
- To introduce and settle the employee into the Department.

Employee name:	
Work trial start date:	
Position:	
Objectives: Note to manager: Discuss in detail the responsibilities and duties of the position found in the job description. Also cover any local arrangements, procedures, and processes.	
Training: Note to manager: When discussing the above explore and identify any training needs in line with the person specification .	
Wellbeing: Note to manager: Check in with the employee regarding their wellbeing.	

Signed manager:

Signed employee:

Date:

Work Trial: meeting form (second)

This form should be completed by the receiving manager within the second week of the employees work trial.

The purpose of the meeting is to review the objectives set in the initial meeting, review the employee’s progress/ identify any further training needs, provide, and receive any feedback to/ from the employee and to check their wellbeing.

Please consult with Human Resources in the first instance if there are any concerns.

Employee name:	
Review date:	
Position:	
Objectives: Note to manager: Review the objectives set in the initial meeting. Set new objectives if appropriate. Review progress and provide any feedback.	
Training: Note to manager: Discuss progress of any training. Set new training if appropriate.	
Wellbeing: Note to manager: Check in with the employee regarding their wellbeing. Discuss how they feel the trial is going.	

Signed manager:

Signed employee:

Date:

Next review date:

Work Trial: meeting form (third)

This form should be completed by the receiving manager within the third week of the employees work trial.

The purpose of the meeting is to review the objectives set in the second review meeting, review the employee’s progress/ identify any further training needs, provide, and receive any feedback to/ from the employee and to check their wellbeing.

Please consult with Human Resources in the first instance if there are any concerns

Employee name:	
Review date:	
Position:	
Objectives: Note to manager: Review the objectives set in the initial meeting. Set new objectives if appropriate. Review progress and provide any feedback.	
Training: Note to manager: Discuss progress of any training. Set new training if appropriate.	
Wellbeing: Note to manager: Check in with the employee regarding their wellbeing. Discuss how they feel they trial is going.	

Signed manager:

Signed employee:

Date:

Final review date:

Work Trial : final meeting form (fourth)

This form should be completed by the receiving manager within the last week of the employees work trial.

The purpose of the meeting is to review and reflect on the work trial, to discuss and justify any extension requirements if needed*

*If the receiving manager identifies substantial concerns which warrants not confirming the work trial to become a permanent/ fixed term position then Human Resources will need to be consulted prior to delivering the outcome to the employee.

Employee name:	
Review date:	
Position:	
Review Job Description and Person Specification	<i>Redeployee to confirm they are content with the Job Description and Person Specification</i>
<p>Reflect and discuss the work trial and confirm to the employee if it has been successful.</p> <p>Ensure there is not a need for an extension/ if there is discussion required (if an extension is required, please provide a justification)</p>	

Signed manager:

Signed employee:

Date:

Redeployment: Reviews

Appendix G

This form should be completed by the sending/current manager when meeting with the employee during redeployment reviews throughout the 16-week window.

The purpose of the meeting is to:

- Identify Roles offered and justification for not being suitable alternative employment.
- Discuss roles applied for outside of the redeployment process.
- Explain next steps and path forward should a role not be identified.
- Identify any minor to moderate training needs which the employee may need supporting with.

Employee name:	
Date	
Redeployment window start date:	
Redeployment window end date:	
Current Position:	
Wellbeing discussion :	

Vacancies identified to date	
Post title, Trac ID	Details of justification submitted or application update.
Training needs identified:	
Next steps and action points:	
Next review date:	

Equality Impact Assessment Process and Record for Written Policies

Appendix G

Stage 1 – Relevance - Is the policy potentially relevant to equality i.e., **will this policy potentially impact on staff, patients, or the public?** This should be considered as part of the Case of Need for new policies.

NO – No further action is required – please sign and date the following statement. I confirm that this policy does not impact on staff, patients, or the public.

I confirm that this policy does not impact on staff, patients, or the public. Alan Marshall/Date: 26 Oct 2023

YES, Go to Stage 2

Stage 2 Policy Screening and Drafting Policy - Public authorities are legally required to have 'due regard' to eliminating discrimination, advancing equal opportunity, and fostering good relations in relation to people who share certain 'protected characteristics' and those that do not. The following table should be used to consider this and inform changes to the policy (indicate yes/no/ do not know and note reasons). Please see the SHSC Guidance and Flow Chart.

Stage 3 – Policy Revision - Make amendments to the policy or identify any remedial action required and record any action planned in the policy implementation plan section

SCREENING RECORD	Does any aspect of this policy or potentially discriminate against this group?	Can equality of opportunity for this group be improved through this policy or changes to this policy?	Can this policy be amended so that it works to enhance relations between people in this group and people not in this group?
Age	No	No	No
Disability	No	No	No
Gender Reassignment	No	No	No
Pregnancy and Maternity	No	No	No
Race	No	No	No

Religion or Belief	No	No	No
Sex	No	No	No
Sexual Orientation	No	No	No
Marriage or Civil Partnership	No		

Please delete as appropriate: - ~~Policy Amended / Action Identified~~
 (see Implementation Plan) / no changes made.

Impact Assessment Completed by:
 Name/Date: Alan Marshall 26 Oct 2023

Appendix H

Review/New Policy Checklist

This checklist to be used as part of the development or review of a policy and presented to the Policy Governance Group (PGG) with the revised policy.

		Tick to confirm
Engagement		
1.	Is the Executive Lead sighted on the development/review of the policy?	Yes
2.	Is the local Policy Champion member sighted on the development/review of the policy?	Yes
Development and Consultation		
3.	If the policy is a new policy, has the development of the policy been approved through the Case for Need approval process?	NA
4.	Is there evidence of consultation with all relevant services, partners, and other relevant bodies?	Yes
5.	Has the policy been discussed and agreed by the local governance groups?	Yes
6.	Have any relevant recommendations from Internal Audit or other relevant bodies been considered in preparing the policy?	Yes
Template Compliance		
7.	Has the version control/storage section been updated?	Yes
8.	Is the policy title clear and unambiguous?	Yes
9.	Is the policy in Arial font twelve?	Yes
10.	Have page numbers been inserted?	Yes
11.	Has the policy been quality checked for spelling errors, links, accuracy?	Yes
Policy Content		
12.	Is the purpose of the policy clear?	Yes
13.	Does the policy comply with requirements of the CQC or other relevant bodies? (where appropriate)	Yes
14.	Does the policy reflect changes because of lessons identified from incidents, complaints, near misses, etc.?	Yes
15.	Where appropriate, does the policy contain a list of definitions of terms used?	Yes
16.	Does the policy include any references to other associated policies and key documents?	Yes
17.	Has the EIA Form been completed (Appendix H)	Yes
Dissemination, Implementation, Review and Audit Compliance		
18.	Does the dissemination plan identify how the policy will be implemented?	Yes
19.	Does the dissemination plan include the necessary training/support to ensure compliance?	NA
20.	Is there a plan to i. review ii. audit compliance with the document?	Yes
21.	Is the review date identified, and is it appropriate and justifiable?	Yes