

## **Employment Matters Committee**

**2 July 2026**

### **Redeployment Procedure**

Report from: Sam Beck-Farley, Chief Organisational Culture Officer

Author: Harry Steer, Employee Relations Consultant & Policy Lead

#### **Summary**

This report seeks approval for a revised Redeployment Procedure for Medway Council. The procedure provides greater clarity on the priority order of redeployment, how the process works for redeployees, the responsibilities of parties involved in the process, and a concrete procedure for health and disability-related redeployment. It also includes updated appendices, such as the introduction of an Employee Profile Form that aligns with our statutory obligations to provide a non-competitive procedure for redeployees. The revised procedure mirrors current redeployment practice within the Council, strengthens the Council's statutory obligations, and reflects the stakeholder feedback and operational data collected on this procedure.

#### **1. Recommendations**

- 1.1 The Committee is asked to approve Option A and adopt the revised Redeployment Procedure at Appendix A and its appendices, Appendix B-E) for implementation in July.
- 1.2 The Committee us asked to note the key improvements in health and disability-related redeployment, as well as increased clarity throughout the procedure document as set out in the Summary of Changes at Appendix F.
- 1.3 The Committee is asked to agree the provision of targeted communications and training for managers, especially those in positions of making frequent hiring decisions, to support consistency and cooperation with the revised procedure, ensuring redeployees are protected and treated fairly.

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

- 2.1 The decision aligns with the Council's policy framework and supports the One Medway Council Plan by ensuring legal compliance with redeployment duties, as well as providing opportunities for employees to remain in work under several circumstances where their role may no longer be available or suitable for them.

- 2.2 There are no significant direct budgetary implications anticipated. Some one-off activity (manager training, policy revisions and comms) will be delivered within existing budgets. Any impact from increased uptake will be managed through workforce planning and local resourcing.
- 2.3 Some improvements to budgetary concerns are expected due to the increased clarity on the scope of salary protection, clearer notice timelines, and reduced procedural vagueness that can lead to costly disputes.

### 3. Background

- 3.1 The revised policy reflects current best practice regarding redeployment procedures in the workplace. While our current procedure is primarily focused on redundancy, this creates confusion about what rights apply to those redeployees who are not in a redundancy situation. This revision provides a significant clarification for those not at risk of redundancy, including explicit sections covering health and disability-related redeployment.
- 3.2 Our current redeployment procedure does not cover some key procedural issues, for example when two redeployees of the same priority are matched to the same job. It is extremely important to be fair and measured in such cases, as one redeployee must be selected for the match. The new procedure provides a clear, objective framework for making these decisions.
- 3.3 The new Employee Profile Form (Appendix B) significantly reduces the burden on the redeployee in this procedure. It enables the
- 3.4 The revised procedure reflects new protections, such as those employees who have adopted, are in a surrogacy case, or fall under Bereaved Partner's Paternity Leave. It also clarifies the statutory 18-month provision for these employees, explicitly reflecting our statutory obligations.
- 3.5 The Employee Relations, Recruitment, and HR Business Partner Teams have trialled new methods of redeployment, gathering feedback from employees and managers, as well as capturing their own experiences with these methods. This revised procedure reflects the culmination of that work.
- 3.6 While the revised procedure significantly simplifies and increases the efficiency of redeployment, the new guidance appendices (Appendix C-E) support managers and employees even further in understanding how and why decisions are made throughout the process and set out clear and concrete guidelines to ensure a fair process.

### 4. Options

- 4.1 Option A: Approve the revised procedure (recommended).
- Advantages: Clear legal alignment; improved clarity for managers and employees; fairer and more transparent prioritisation; more approachable process for redeployees; enhanced data protection and signposting.

- Disadvantages: Time investment for training, communications and implementation of procedure throughout wider HR Team.

#### 4.2 Option B: Do not approve the revised procedure.

- Advantages: Avoids short-term change activity.
- Disadvantages: Legal risk due to prioritisation status; lack of employee and manager clarity around process; misalignment with current day-to-day practice; potential disputes due to perceived lack of fairness and transparency in procedure.

### 5. Advice and analysis

5.1 The recommendation is to approve the procedure. This decision support the Council's commitment to a fair and inclusive workplace, strengthening provisions for older employees by providing more flexibility. The analysis includes considerations of financial and operational sustainability, ensuring that the policy promotes a supportive environment in the workplace

5.2 Appendix G to the report is a Diversity Impact Assessment (DIA) which has been undertaken.

5.3 To summarise, there is no detrimental impact due to the adoption of this procedure. It would likely advance equality and foster good relations for Age, Disability, Pregnancy/maternity, and Sex. It will also positively impact low-income groups.

### 6. Risk management

Risk	Description	Action to avoid or mitigate risk	Risk rating
Inconsistent practice due to current vague procedure.	The current procedure is not transparent and does not reflect many practical aspects of redeployment. This could result in disputes and legal repercussions.	Approve and implement the revised procedure.	B2
Data protection and privacy breaches	Poor record handling of sensitive disclosures.	Revised procedure and Skills and Experience form provide clear, firm data protection guidance and ensure only necessary information is shared.	D2
Inconsistent uptake by managers	Variable awareness could lead to uneven support, confusion around process, and	Communications plan; provision of new training as part of Complete Medway Manager;	C3

Risk	Description	Action to avoid or mitigate risk	Risk rating
	inconsistent treatment of redeployees	Redeployment procedure linked to manager induction process.	

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. Consultation

- 7.1 The procedure was shared with Trade Unions on 01 June 2026.
- 7.2 Feedback was sought and received from the Employee Relations Team, including senior management.
- 7.3 Staff forums and interest groups have been engaged, and feedback has been received and implemented as appropriate.

## 8. Climate change implications

- 8.1 There are no climate change implications regarding this report and procedure.

## 9. Financial implications

- 9.1 No direct financial implications are anticipated from this report and procedure. The revised procedure reflects current day-to-day practice, meaning that no substantive processes are changing. Training and communications will be met from existing budgets. Potential benefits include reduced loss of skills, reduced costs associated with redundancy, and reduced dispute costs.

## 10. Legal implications

- 10.1 The procedure aligns with legal obligations for redeployment under the Employment Rights Act 1996, Fair Work Act 2009 and Equality Act 2010. It also aligns with modern best practice benchmarked against neighbouring local authorities and nationwide practice.
- 10.2 While there is no legal obligation to redeploy employees who are not at risk of redundancy, the Council has extended this right to a variety of reasonable circumstances to retain skills and avoid unnecessary termination of employment, giving employees greater job security.

## Lead officer contact

Sam Beck-Farley, Chief Organisational Culture Officer, 01634 331463,  
[samantha.beckfarley@medway.gov.uk](mailto:samantha.beckfarley@medway.gov.uk)

## Appendices

Appendix A: Redeployment Procedure  
Appendix B: Employee Profile Form  
Appendix C: Hiring Manager Quick Guide  
Appendix D: Redeployment Procedure Flow Chart  
Appendix E: Same-Priority Redeployee Assessment Form  
Appendix F: Summary of Key Changes  
Appendix G: Diversity Impact Assessment

## Background papers

None