



## **SECONDMENTS POLICY**

Last Review Date	Adopted 2 <sup>nd</sup> April 2013
Approving Body	Remuneration Committee
Date of Approval	27 <sup>th</sup> February 2014
Date of Implementation	1 <sup>st</sup> April 2014
Next Review Date	February 2017
Review Responsibility	Human Resources & OD Manager
Version	0.1

## REVISIONS/AMENDMENTS SINCE LAST VERSION

<b>Date of Review</b>	<b>Amendment Details</b>
December 2013	<p>The original PCT document has been revised to:</p> <ul style="list-style-type: none"><li>• Reflect the Clinical Commissioning Group Establishment</li><li>• Reflect the Clinical Commissioning Group structure</li><li>• Align to the Clinical Commissioning Group Human Resources and Organisational Development Policies and procedures</li></ul>

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Appendix 2 – Secondment Review

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## SECTION A – POLICY

### 1. Policy Statement, Aims and Objectives

- 1.1. NHS Doncaster Clinical Commissioning Group (CCG) is committed to the provision of a working environment under which employees can contribute their full potential.
- 1.2. This policy document is intended to provide a consistent framework by which secondment opportunities are consistently supported and managed.
- 1.3. The development of this policy ensures that opportunities for employees to move temporarily into alternative areas or functions of work, internally and externally to, the CCG. It also sets out the arrangements for accepting secondments into the CCG.

### 2. Legislation and Guidance

- 2.1. The following legislation and guidance has been taken into account in the development of this policy:
  - Equality Act 2010
  - NHS Employment Check Standards

### 3. Scope

- 3.1 This policy applies to those members of staff that are directly employed by NHS Doncaster CCG and for whom NHS Doncaster CCG has legal responsibility. For those staff covered by a letter of authority / honorary contract or work experience this policy is also applicable whilst undertaking duties on behalf of NHS Doncaster CCG or working on NHS Doncaster CCG premises and forms part of their arrangements with NHS Doncaster CCG. As part of good employment practice, agency workers are also required to abide by NHS Doncaster CCG policies and procedures, as appropriate, to ensure their health, safety and welfare whilst undertaking work for NHS Doncaster CCG.

### 4. Accountabilities and Responsibilities

- 4.1 Overall accountability for the management of secondment opportunities lies with the Chief Officer. Responsibility is delegated to the following:

<b>Chief of Corporate Services</b>	Has delegated responsibility for: <ul style="list-style-type: none"><li>• Maintaining an overview of the corporate ratification and governance process associated with the policy.</li></ul>
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<b><i>Appointing Officers</i></b>	<p>Have delegated responsibility for:</p> <ul style="list-style-type: none"> <li>• Ensuring they are aware of and adhere to the procedure contained within this document.</li> <li>• Reading this policy document in conjunction with relevant employment policies.</li> </ul>
<b><i>Human Resources</i></b>	<p>Have delegated responsibility for:</p> <ul style="list-style-type: none"> <li>• Providing advice and guidance in relation to this policy.</li> </ul>

## **5. Dissemination, Training and Review**

### **5.1. Dissemination**

5.1.1. The effective implementation of this procedural document will support openness and transparency. NHS Doncaster CCG will:

- Ensure all staff and stakeholders have access to a copy of this procedural document via the organisation's website.
- Communicate to staff any relevant action to be taken via staff briefings/email.

5.1.2. This procedural document is located in the Employment Policy Manual. A set of hard copy Procedural Document Manuals are held by the Governance Team for business continuity purposes. Staff are notified by email of new or updated procedural documents. Key linked documents are the Recruitment and Selection Policy and the Equal Opportunities Policy.

### **5.2. Training**

5.2.1. All staff will be offered relevant training commensurate with their duties and responsibilities. Staff requiring support should speak to their line manager in the first instance. Support may also be obtained through their HR Department.

### **5.3. Review**

5.3.1. As part of its development, this procedural document and its impact on staff, patients and the public has been reviewed in line with NHS Doncaster CCG's Equality Duties. The purpose of the assessment (refer to Appendix 4) is to identify and if possible remove any disproportionate adverse impact on employees, patients and the public on the grounds of the protected characteristics under the Equality Act.

5.3.2. The procedural document will be reviewed every three years, and in accordance with the following on an as and when required basis:

- Legislatives changes

- Good practice guidelines
- Case Law
- Significant incidents reported
- New vulnerabilities identified
- Changes to organisational infrastructure
- Changes in practice

5.3.3. Procedural document management will be performance monitored to ensure that procedural documents are in-date and relevant to the core business of the CCG. The results will be published in the regular Governance Reports.

## **SECTION B – PROCEDURE**

### **1. Use of Secondments**

1.1. Secondment may be used when some or all of the following objectives can be achieved:

- Managerial expertise can be developed.
- Achievement of Personal Development Plans
- The exchange of information and expertise across the CCG/partner organisations.
- The matching of a particular skill to a business need.
- Matching of essential resources to a particular area at a busy time.
- The delivery of a specific business objective.
- A more cost effective method of resourcing than other short term alternatives.
- Where the secondment of an employee to or from an external organisation is mutually beneficial.

**N.B.** Secondments must not be used to cover a permanent vacancy.

### **2. Secondment Process**

- 2.1. A secondment is a temporary transfer of an employee to an alternative job or role. Once the opportunity for a secondment is identified, it is important the secondment is managed and organised appropriately.
- 2.2. Secondments are usually for the duration of a task or activity for a fixed period of time. Their success depends upon the effective matching of expectations between the seconded employee and the host department/CCG/outside organisation.
- 2.3. For the purpose of clarity a secondment should normally last no more than 2 years. Advice should be sought from Human Resources regarding secondments of 12 months or more.
- 2.4. A secondment contract is normally between the receiving employer and the employee (seconded). However, on occasions the secondment contract may be with the seconded's employer.

### **3. Recruitment**

- 3.1. All secondment opportunities must be advertised either internally to a particular department, across the CCG, or partner organisations as a minimum.
- 3.2. The principles contained in the Recruitment and Selection Policy will apply.

## **4. Application Process**

- 4.1. Where an employee is considering applying for a secondment opportunity, as part of the application process, discussions must take place between the employee and their current line manager as to whether managerial support is given to the secondment.
- 4.2. Managers should take into consideration benefits to the employee in terms of the secondment and also how the vacancy will be covered whilst the employee is on secondment. The following should be considered:
  - Whether the release of the employee provides another development opportunity for someone else within the CCG
  - Whether the development needs of the employee can be met in any other way
  - Whether the release of the employee will affect business continuity
  - What the arrangements will be for the return to the employee, i.e. will it be to the same or an alternative post of the same band.
  - What communication methods will be in place with the seconded employee throughout the secondment period.
- 4.3. Once the above issues have been considered an informed decision can be taken about supporting an application for secondment. If a decision is taken not to support the secondment application the employee should be notified of the reasons and advised as to how they may wish to appeal against such a decision via the Grievance Policy.

## **5. Secondments into the CCG**

- 5.1. Where discussions have taken place to agree the secondment of an individual into the CCG the managerial responsibility for the secondee will rest with the CCG (in terms of health and safety issues, welfare of the employee) and the secondee's substantive employer will retain responsibility for contractual obligations.
- 5.2. Discussions should include potential arrangements for circumstances in which the secondment is ceased early, for example if the secondee resigns or is dismissed from their substantive post with their substantive employer.

## **6. Offer of Secondment Opportunity**

- 6.1. Appointing Officers will need to consider whether or not a secondment opportunity should only be offered where support from the applicant's line manager has been given. Where the preferred applicant does not have managerial support the appointing officer should discuss with the applicants line manager alternative ways forward before making a final decision.

## **7. Amendments to Terms and Conditions of Employment**

- 7.1. To avoid any uncertainty, the seconded will have the terms of their secondment set out in writing, see Appendix 1.
- 7.2. The CCG is responsible for confirming the offer of the secondment opportunity to both those entering the CCG and those changing roles within the CCG or leaving the CCG on a secondment.
- 7.3. The following details will be covered:
  - Expected period of secondment
  - To whom the employee reports during the secondment period and on what matters
  - Agreed basis for return, e.g. into the same role or suitable role with equal benefits
  - Any temporary salary adjustment for the period of secondment. Progression through the incremental points of the employees substantive pay band will not be deferred for the period of the secondment.
  - Pay band for the secondment job
  - Amendments to working hours
  - Change of location
  - Eligibility for expenses and travel arrangements
  - Notice period to withdraw or be withdrawn from the secondment. Consideration should be given to any handover or transition period.
  - Holiday arrangements, increases in holiday entitlements will not be deferred for the period of the secondment

## **8. Objective Setting**

- 8.1. To ensure optimum benefits are derived from the secondment for both the employee and the CCG, it is essential that objectives, measurable success criteria and timescales are clearly defined. These will be agreed in advance with the employee in conjunction with either their existing manager or the secondment manager. Objectives will be in writing and may include:
  - Delivery of a specific project or activity within a certain timeframe
  - Achievement of development targets and gaining experience in line with the employees Personal Development Plan.
- 8.2. The timing of progress reviews and one to ones will be in agreement in line with the secondment objectives.

## **9. Support and Guidance from Seconded's Substantive Manager**

- 9.1. The seconded's substantive manager will maintain regular contact with the seconded to ensure that the agreed objectives are being achieved and to keep the employee up to date with any changes at their normal work location.

- 9.2. The secondee's manager will action agreed one to ones with the secondee in order to review progress towards goals and targets and ensure that the objectives are agreed.

## **10. Review**

- 10.1. At the end of the secondment period the employee, originating manager and secondment manager will review the success of the secondment. Agreed outcomes and actions will be confirmed in writing (appendix 2) and where appropriate form part of the employee's future personal development plan.

## **11. Changes in Service/Organisational Arrangements**

- 11.1. If during an employee's secondment changes are proposed to the employee's substantive role, line management arrangements or the CCG, these changes must be discussed in advance of the effective date of the changes with the employee. Where the changes are significant the employee must be given the opportunity to reconsider their secondment position to enable them to safeguard their permanent employment. Where such changes may affect the employee's pay band the employee must be kept informed of progress and given the same opportunity as non-seconded employees to access information, support etc.

## **12. Costs**

- 12.1. The costs of the secondment and where they will be charged to will be agreed by the appropriate parties. This will be confirmed in writing using the pro forms set out in appendix 3. Costs that may be recharged include:

- Salary including National Insurance and Pension Costs
- Holiday Pay
- Travel and Accommodation Costs
- Expenses
- Vehicle Costs

- 12.2. The Human Resources will notify Pay Services of any changes that affect pay and base point.

## **13. Expenses**

- 13.1. Expense will be payable in accordance with the Expenses Policy.

## **14. Return from Secondment**

- 14.1. For secondments up to one year:

- Unless specific and agreed otherwise, the secondee will return to their original position and conditions of employment.

For secondments greater than one year:

- Unless specified and agreed otherwise, the secondee will at the end of the secondment period be offered a suitable position with similar terms and conditions to their original position.

## SECONDMENT AGREEMENT

Name

Address

Date

Dear [employee's first name]

**Re: Secondment to [Job Title]**

I write to confirm that details of the secondment that you have discussed with [name of originating Line Manager] and [name of secondment Line Manager].

We have agreed that the secondment will take place for the following reasons:-

[To enable you to gain skills, knowledge or experience that you cannot easily gain in your current work location.]

or

[To assist you in the achievement of goals as detailed in your Personal Development Plan]

or

To assist the CCG by undertaking to deliver specific project needs.]

During your secondment period we have agreed that you will meet the following objectives:-

[Insert objectives]

The following amendments to your Terms and Conditions of Employment will be applicable during your secondment period:

[Delete/Insert where necessary]

- To whom the employee reports during the secondment period and on what matters.
- Agreed basis for return i.e. into the same role or suitable role.
- Any temporary salary adjustment (e.g. supplement) for the period of secondment. Progression through the incremental points of the employee's substantive grade will not be deferred for the period of the secondment.
- Pay band for secondment position.

- Amendments to working hours.
- Change of location.
- Eligibility for expenses and travel arrangements.
- Notice period to withdraw or be withdrawn from the secondment. Consideration should be given to any handover/transition times that may be required.
- Holiday arrangements. Increases in holiday entitlement will not be deferred for the period of the secondment.
- Expected duration of secondment.

In order to support you during the secondment period, your existing Line Manager will maintain regular contact with you to ensure that the agreed objectives are being achieved and to keep you up-to-date with any changes at [normal work location]. Your existing Line Manager will also arrange 'one to ones' to review progress towards goals and targets and ensure that objectives are achieved.

At the end of the secondment this will be reviewed with [name of existing Line Manager] and [name of secondment Line Manager]. The agreed outcomes and actions will be confirmed in writing to you and where appropriate will become part of your Personal Development Plan.

On return from your secondment you will [return to your original position and its associated benefits] or [be offered a similar job that that which you left with equal benefits.]

I am confident that you will find the experience both rewarding and beneficial. If you have any queries then please contact [name of existing Line Manager] on [existing Line Managers telephone number] or [name of secondment Line Manager] on [secondment Line Managers telephone number].

You will receive a contract variation in the near future

I would like to take this opportunity to wish you every success in your secondment.

Yours sincerely

Human Resources Manager

**SECONDMENT REVIEW**

Name

Address

Date

Dear [employee's first name]

**Re: Review of Secondment to [Job Title]**

In accordance with the CCG's policy I am writing to confirm the outcome of the review meeting on [date] at [location] where [name] was also present.

During the secondment period you achieved the following objectives;

[Insert objectives achieved]

[Other areas where there are development opportunities are;]

[Insert development opportunities]

As a result we agreed the following outcomes and action [ ] [This will now form part of your Personal Development Plan.]

If you have any questions relating to the above then please contact me on [secondment Line Managers telephone number].

Yours sincerely

Name of secondment line manager

Job title

**COST ALLOCATION**

To: [name of secondment Line Manager]

From: [name of existing Line Manager]

Cc: Human Resources  
Finance Departments

Date: [Insert date]

**Re: [Employee’s Name and Employee Number]**

As discussed the costs associated with the secondment of the above employee will be allocated as follows:

<b>Seconded Cost</b>	<b>Area to be charged during secondment</b>	<b>Dates</b>
Salary (inc. NI and pension)		
Holiday Pay		
Travel & Accommodation		
Expenses		
Vehicle costs		
Mobile phone costs		
Other (please list)		

## Equality Impact Assessment

<b>Title of policy or service contract:</b>	Secondment Policy	
<b>Name and role of officer/s completing the assessment:</b>	Andrea Richards, HR Manager	
<b>Date of assessment:</b>	February 2018	
<b>Type of EIA completed:</b>	Initial EIA 'Screening' <input checked="" type="checkbox"/> or 'Full' EIA process <input type="checkbox"/>	<i>(select one option - see page 4 for guidance)</i>

1. Outline	
<p><b>Give a brief summary of your policy or service</b></p> <ul style="list-style-type: none"> <li>• Aims</li> <li>• Objectives</li> <li>• Links to other policies, including partners, national or regional</li> </ul>	<p>This policy aims to facilitate the secondment of CCG employees both internally within the organisation and externally within the wider health and social care community. It is designed to encourage staff from external organisations to take up a secondment where available within the CCG, for the mutual benefit of both organisations. The policy should be read in conjunction with other flexible working policies and Recruitment Policy.</p> <p>The policy is applicable to all employees and adheres to NHSLA Standards, statutory requirements and best practice and makes all reasonable provision to ensure equity of process for all employees.</p>

### Identifying impact:

- **Positive Impact:** will actively promote or improve equality of opportunity;
- **Neutral Impact:** where there are no notable consequences for any group;
- **Negative Impact:** negative or adverse impact causes disadvantage or exclusion. If such an impact is identified, the EIA should ensure, that as far as possible, it is either justified, eliminated, minimised or counter balanced by other measures. This may result in a 'full' EIA process.

## 2. Gathering of Information

This is the core of the analysis; what information do you have that might *impact on protected groups, with consideration of the General Equality Duty*.

(Please complete each area)	What key impact have you identified?			For impact identified (either positive or negative) give details below:	
	Positive Impact	Neutral impact	Negative impact	How does this impact and what action, if any, do you need to take to address these issues?	What difference will this make?
<b>Human rights</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Age</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Policy adheres to relevant legislation and the Secondment procedure is overseen by HR who will take action to ensure equity of process for all employees.	Promote equality of opportunity throughout the CCG.
<b>Carers</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>Disability</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Process mirrors recruitment process and adheres to legislation and best practice as regards reasonable adjustments.	As above.
<b>Sex</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Policy adheres to relevant legislation and the Secondment procedure is overseen by HR who will take action to ensure equity of process for all employees.	Promote equality of opportunity throughout the CCG.
<b>Race</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Policy adheres to relevant legislation and the Secondment procedure is overseen by HR who will take action to ensure equity of process for all employees.	Promote equality of opportunity throughout the CCG.
<b>Religion or</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Policy adheres to relevant	Promote equality of opportunity

<b>belief</b>				legislation and the Secondment procedure is overseen by HR who will take action to ensure equity of process for all employees.	throughout the CCG.
<b>Sexual orientation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Gender reassignment</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Pregnancy and maternity</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Marriage and civil partnership</b> (only eliminating discrimination)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Other relevant groups</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>HR Policies only: Part or Fixed term staff</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

**IMPORTANT NOTE:** *If any of the above results in 'negative' impact, a 'full' EIA which covers a more in depth analysis on areas/groups impacted must be considered and may need to be carried out.*

Having detailed the actions you need to take please transfer them to onto the action plan below.

<b>3. Action plan</b>				
<b>Issues/impact identified</b>	<b>Actions required</b>	<b>How will you measure impact/progress</b>	<b>Timescale</b>	<b>Officer responsible</b>
No anticipated detrimental impact has been identified.	There are no statements, conditions or requirements that disadvantage any	Policy will be monitored in line with changes in legislation and amended as necessary	In line with CCG Policy Review timetable.	HR Manager

	particular group of people with a protected characteristic – therefore there is no required action identified			

4. Monitoring, Review and Publication				
<b>When will the proposal be reviewed and by whom?</b>	<b>Lead / Reviewing Officer:</b>	Associate Director of HR & Corporate Services.	<b>Date of next Review:</b>	January 2021

Once completed, this form **must** be emailed to Gareth Jones Equality Lead for sign off @

[gareth.jones22@nhs.net](mailto:gareth.jones22@nhs.net).