



Secondment Policy

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Sustainability Impact Assessment:	Completed
Quality Impact Assessment	Completed

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The on-line version is the only version that is maintained. Any printed copies should, therefore, be viewed as 'uncontrolled' and as such may not necessarily contain the latest updates and amendments.

POLICY AMENDMENTS

Amendments to the Policy will be issued from time to time. A new amendment history will be issued with each change.

New Version Number	Issued by	Nature of Amendment	Approved by & Date	Date on Intranet
2.0	North Lincolnshire CCG	<p>Review of policy version 1.9</p> <p>New policy format, including revised Bribery Act 2010 statement.</p> <p>References to CSU Workforce Team replaced with HR Team.</p> <p>References to SLT replaced with Executive Management Team.</p> <p>Updated Engagement section.</p> <p>Removal of KSF review.</p> <p>Policy review period set as 4 years.</p>	Executive Committee/ SPF/ SUB GROUP	03/07/2020
2.1	ICB	Updated to reflect ICB – no changed to review date	Rem com – 01/07/2022	

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1 INTRODUCTION

- 1.1 This policy facilitates the secondment of the ICB's staff both internally within the organisation and externally within the wider NHS and exceptionally with other non NHS Bodies. It is also designed to encourage staff from external organisations to take up a secondment where available within the ICB, for the mutual benefit of both organisations.
- 1.2 A secondment may be arranged to assist with individual development needs as a result of an appraisal or be specifically requested for project work where specific skills or specialist knowledge are required.

2 ENGAGEMENT

- 2.1 The ICB Secondment Policy v1.1 was used for the basis of this policy which was agreed with recognised Trade Unions. Staff have had the opportunity to contribute to its development prior to approval from the Executive Team and ratification through the Humber ICB Social Partnership Forum (SPF).

3 SCOPE

- 3.1 This policy applies to all ICB employees. All other workers of the ICB must follow the content of this policy in respect of employees.

3 POLICY PURPOSE & AIMS

- 4.1 The purpose of this policy is to provide a framework for managing internal and external secondments.
- 4.2 This policy will ensure that Secondment requests will be considered in line with business needs and decisions are made on this basis.
- 4.3 The ICB is committed to ensuring that all personal information is managed in accordance with current data protection legislation, professional codes of practice and records management and confidentiality guidance. More detailed information can be found in the ICBs Data Protection and Confidentiality and related policies and procedures.

5 DEFINITIONS

- 5.1 Secondment: A secondment is the temporary movement of an employee into a different role within the ICB or another employer for a defined period of time and for a specific purpose. Secondments are usually mutually beneficial and should bring benefits to the organisation(s)/ department(s) involved and the individual being seconded. There are 3 types of secondment covered by this policy:
 - Internal Secondment- this is where an individual is seconded into a different role within the ICB;

- External Secondment- this is where an individual is seconded into a role within a different organisation;
- Externally Sourced Secondment- this is where an employee of a different organisation is seconded into a ICB role.

6 ROLES / RESPONSIBILITIES / DUTIES

6.1 Line Managers are responsible for:

- Seeking advice on the application of this policy from their senior managers and the Human Resources Team
- Applying this policy in a fair and equitable manner
- Outlining at the start what the objectives are for the duration of the secondment.
- Managers must conduct performance reviews of secondees into a post.
- Ensuring appropriate records are kept in relation to this policy.

6.2 The Senior Leadership Team are responsible for:

- Ensuring the fair and equitable application of this policy
- Providing advice in relation to the application of this policy

6.3 Employees are responsible for:

- Informing managers if they wish to apply for a secondment opportunity as soon as it arises
- Ensuring appropriate records are kept in relation to this policy
- Ensuring that information, which may be made available to them as a direct result of the secondment, is treated as confidential.

7 IMPLEMENTATION

7.1 This policy will be communicated to staff through Staff Meetings and Team Brief and will be available to all staff via the ICB's website.

7.2 Any deliberate breaches in the application of this policy and procedure may be investigated and may result in the matter being treated as a disciplinary offence under the ICB's disciplinary procedure.

8 SECONDMENT PROCEDURE

9 IDENTIFYING SECONDMENTS

9.1.1 Requesting and organisation of Internal Secondments within the ICB

- 9.1.2 Where the ICB identifies that an internal secondment opportunity exists, consideration should be given to the length of the secondment, any training required and the skills set or specialist knowledge required of staff undertaking the secondment.
- 9.1.3 Depending on the nature of secondment, the vacancy will either be advertised in line with the ICB's recruitment policy, or, a request will be made directly to the relevant department if the secondment requires specialist skills or knowledge. Any secondment opportunity that exceeds 6 months must be advertised in line with the recruitment and selection policy.
- 9.1.4 There is no explicit obligation on the manager to release an individual but proper consideration should be given to such a request. Any refusal to allow an individual to uptake a secondment opportunity should be carefully considered and the potential long term benefits to the ICB should not be overlooked. An explanation should be given to the employee if a request is turned down.
- 9.1.5 Any disputes between managers regarding the release of an individual should be escalated to the Executive Team to resolve.

9.2 Requesting and organisation of Externally Sourced Secondments

- 9.2.1 Where the ICB identifies that a secondment opportunity exists which cannot reasonably or practicably be filled from within the ICB, they should seek to fill it from an external source.
- 9.2.2 In order to minimise risk to the ICB and safeguard the existing employment of an individual, where a short term vacancy arises, the ICB will seek to fill it through a secondment and will only offer a fixed term contract if a secondment is not possible. It is the ICB policy, under normal circumstances, to offer any fixed term appointments as secondments only to those individuals currently working in the NHS.
- 9.2.3 Depending on the nature of secondment, the vacancy will either be advertised in line with the ICB's recruitment policy, or, a request will be made directly to the relevant department if the secondment requires specialist skills or knowledge. Any secondment opportunity that exceeds 6 months must be advertised in line with the recruitment and selection policy.

9.3 Requests for ICB staff to undertake secondments in external organisations

- 9.3.1 Any requests from an external organisation to release an employee on secondment should be discussed with the Senior Leadership Team. Where an individual has been specifically identified they should be made aware of the request. Where the ICB considers that they can support the request, agreement must be gained from the individual prior to making a final decision.
- 9.3.2 If an employee wishes to go on secondment to an external organisation they must discuss this with their line manager prior to making an application. The line manager must discuss the secondment with the Senior Leadership team at the earliest

opportunity as early planning as to how cover will be provided will increase the possibility of the secondment being possible.

10 ADMINISTRATION

- 10.1 Prior to the secondment taking place the appropriate manager(s) must liaise with the Finance team and the Workforce teams to agree who will be funding the secondment and how the payment arrangements are to be facilitated. Depending on the individual agreements it may be appropriate to submit a 'Variation form' (HR4) or arrange for invoices to be raised.
- 10.2 Agreement must be reached on how the secondee/placement individual's salary will be paid and which body will be responsible for meeting any additional expenses such as travel and subsistence allowances.
- 10.3 Once a secondment has been agreed a signed agreement must be put in place to clarify the terms of the secondment. Contact should be made with the Human Resources Team who will facilitate the production of the paperwork and advise as to which Payroll forms need completing.
- 10.4 Staff who enter into secondment agreements will be asked to sign a secondment agreement outlining the terms and parameters of the secondment.
- 10.5 Where the grade of the secondment post is higher than the grade of the employee's substantive post, the full salary cost will be paid by the ICB and recovered from the host organisation/ department. On return to the substantive post the employee will revert to their substantive grade and salary.
- 10.6 The duration of a secondment will vary depending on the circumstances. However the minimum is 3 months and a maximum 24 months with exceptions to be arranged with the relevant line manager and with the agreement of the Executive Team and with advice from Human Resources.

11 TERMS AND CONDITIONS

- 11.1 During the period of the secondment the individual's Terms and Conditions will remain the same and continue to be subject to ICB policies and procedures. Exceptions to this will be agreed in advance between the host organisation and the secondee/ICB and must be recorded in the Secondment Agreement.
- 11.2 Employees on secondment with an external organisation will retain all of their continuity of service rights with the Organisation
- 11.3 Secondees are responsible for reporting any reasons for absence directly to both the external organisation and the host organisation in accordance with their own absence management policies. Secondees on internal secondments must report their absences to their host line manager who will record the absence via the administration office.

- 11.4 Whilst on any secondment employees will continue to accrue annual leave entitlements and be permitted to take annual leave to their entitlement limit with the agreement of the host organisation. Where an employee takes a period of Maternity Leave during the course of the secondment accrual of her annual leave entitlements will continue to apply.
- 11.5 For the duration of the secondment or work placement the individual will be required to comply with the working/cover arrangements of the department or host employer. Any agreement to exceed/reduce their contractual working hours will be subject to agreement between all parties prior to any change taking place and is subject to the conditions of Working Time Regulations.

12 COMMUNICATION

- 12.1 When a secondment is confirmed it must be agreed by all parties, that three way communications between the secondee, host organisation and the employer is maintained
- 12.2 Any secondee should be kept informed of and consulted about any organisational change that takes place during their period of secondment.

13 TERMINATION OR EXTENSION OF SECONDMENT

- 13.1 A request for an extension of an existing secondment should be considered in accordance with the needs of the service, and be mutually agreed by all parties and confirmed in writing. If an extension is refused, an explanation should be given to the employee.
- 13.2 The secondment may be terminated by either party in writing with the appropriate or previously agreed notice period.
- 13.3 Upon the termination of a secondment into another ICB department or external organisation the ICB employee will return to a post that is of the same grade and of a broadly similar function to their substantive post that they held prior to the secondment.

14 SECONDMENT RESULTING IN PERMANENT APPOINTMENT

- 14.1 Where a full recruitment process was carried out for the secondment, the individual may be offered the post should it become permanent.
- 14.2 If a full recruitment process was not followed then a recruitment and selection process will need to be carried out.

15 APPEAL

- 15.1 An employee may use the Grievance Procedure if they feel that they have been treated unfairly in relation to application of this policy.

16 TRAINING & AWARENESS

- 16.1 Guidance and support will be provided to all Line Managers in the implementation and application of this policy upon request.

17 MONITORING & AUDIT

- 17.1 Records will be kept by the ICB of all secondment agreements made under this policy and any grievances raised in respect of it. This information will be audited on a periodic basis. Records of declined requests will be maintained on personal files and can be audited where there is a specific requirement to do so.

18 IMPACT ANALYSES

18.1 Equality

- 18.1.1 All policies require an assessment for their impact on people with protected characteristics. An Equality Impact Assessment has been undertaken for this policy and no impacts were identified in respect of any characteristics. This screening can be found in appendix 1.

- 18.1.2 In applying this policy, the ICB will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

18.2 Sustainability

- 18.2.1 All policies require a Sustainability Impact Assessment. Such an assessment has been undertaken for this policy but not specific impacts were identified. This screening can be found in appendix 1.

18.3 Quality

- 18.3.1 All policies require a Quality Impact Assessment. Such an assessment has been undertaken for this policy but not specific impacts were identified. This screening can be found in appendix 1.

18.4 Bribery Act 2010

- 18.4.1 The relevance of the Bribery Act 2010 must be considered in respect of every policy. It is considered that it is relevant to this policy as it is possible that someone may be bribed into offering or supporting a secondment and therefore the audience of the policy must be respectful of the following information;

Under the Bribery Act 2010, it is a criminal offence to:

- Bribe another person by offering, promising or giving a financial or other advantage to induce them to perform improperly a relevant function or activity, or as a reward for already having done so; and
- Be bribed by another person by requesting, agreeing to receive or accepting a financial or other advantage with the intention that a relevant function or activity would then be performed improperly, or as a reward for having already done so.
- Failure to prevent bribery; The Bribery Act also introduced a corporate offence for a relevant commercial organisation (the ICB) to bribe another person intending (1) to obtain or retain business, or (2) to obtain or retain an advantage in the conduct of business. The only defence available to the ICB against Bribery Act offences would be to prove that it had adequate procedures in place designed to prevent persons associated with it from undertaking any of the conduct outlined above.

18.4.2 These offences can be committed directly or by and through a third person and, in many cases, it does not matter whether the person knows or believes that the performance of the function or activity is improper.

18.4.3 It is therefore, extremely important that staff adhere to this and other related policies and documentation (as detailed on the ICB's intranet) when considering whether to offer or accept gifts and hospitality and/or other incentives.

18.4.4 If an employee suspects that fraud, bribery or corruption has taken place, they should ensure it is reported to the LCFS and/or to NHSCFA as follows:

- Local Counter Fraud Specialist on 07872 988939 / email nikki.cooper1@nhs.net or Head of Anti-Crime Services on 07717 356707 / email steven.moss@nhs.net.
 - The ICB's Chief Finance Officer,
 - NHSCFA, 0800 028 40 60 (powered by Crimestoppers)
- Online: <https://cfa.nhs.uk/reportfraud>

18.4.5 Further information on the Bribery Act can be found at www.opsi.gov.uk/acts.

19 POLICY REVIEW

19.1 The policy and procedure will be reviewed every 4 years by the Executive Team in conjunction with managers, Human Resources and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

20 REFERENCES

- 20.1 NHS Agenda for Change Terms and Conditions of Employment
- 20.2 Recruitment and Selection policy
- 20.3 Grievance Policy

21 ASSOCIATED DOCUMENTATION

21.1 Secondment Agreement

22 APPENDICES

Appendix 1: Application for Secondment Opportunity
Appendix 2: Integrated Impact Assessment

APPLICATION FOR SECONDMENT OPPORTUNITY

How to use this application form

1. Where an employee identifies a secondment opportunity, they should complete section one of this form and return to their line manager for consideration. A 1:1 meeting or conversation may take place but this form must also be completed for audit.
2. Line manager will confirm whether or not they support the secondment, recording their decision and rationale within section two of this form.
3. Where the line manager approves the secondment, this form will be submitted to the Senior Leadership Team for their final approval. The SLT decision will be recorded in section three and a rationale provided where the secondment is not approved.
4. Where the line manager does not support the secondment and the employee is dissatisfied with the rationale provided, the employee may request that this form is submitted to SLT for a final decision. The SLT decision will be recorded in section three and a rationale provided where the secondment is not approved.
5. For all outcomes, one copy of the completed request form will be shared with the employee and a second will be saved to the employee's personal file.

SECTION ONE – TO BE COMPLETED BY THE EMPLOYEE

Part A: Employee details

Name:

Job Title:

Band:

Part B: Secondment details

Organisation:

Job Title:

Band:

Summary of objectives and responsibilities (please attach a JD/ other supporting information where available):

Describe any benefits to the ICB/ department in undertaking this secondment, e.g. skills and knowledge gained:

Describe any adverse impacts that your secondment may have on the ICB/ department and any ways that these can be managed or mitigated:

Please provide any additional information below that you feel should be considered:	
Employee signature:	Date:

SECTION TWO – TO BE COMPLETED BY THE MANAGER

Part A: Line manager details
Name:
Job Title:

Do you support the secondment? YES / NO
Please provide a rationale for your decision below:

Please provide any additional information below that you feel should be considered:	
Line manager signature:	Date:

SECTION THREE – TO BE COMPLETED BY SLT (WHERE APPLICABLE)

Is the secondment approved? YES / NO
Please provide a rationale for your decision below:

Signed on behalf of SLT Name: Job Title:	Date:
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APPENDIX 2 – Integrated Impact Assessment

INTEGRATED IMPACT ASSESSMENT		
Policy/project/function/service	Secondment Policy	
Date of analysis:	June 2019	
Type of analysis completed	Quality	
	Equality	Yes
	Sustainability	Yes
What are the aims and intended effects of this policy/project or function?	The purpose of this policy is to provide a framework for managing internal and external secondments.	
Please list any other policies that are related to or referred to as part of this analysis	Recruitment and Selection policy Grievance Policy NHS Agenda for Change Terms and Conditions	
Who does the policy, project, function or service affect?	Employees	X
	Service users	
	Members of the public	
	Other (please list)	
QUALITY IMPACT		

	Please 'X' ONE for each			Brief description of potential impact	Mitigation strategy and monitoring arrangements	Risk 5 x 5 risk matrix)	
	Chance of Impact on Indicator					Likelihood	Consequence
	Positive Impact	No Impact	Negative Impact				
	X	X	X				
PATIENT SAFETY							
Patient safety /adverse events		X					
Mortality position		X					
Infection control MRSA/CDIFF		X					
CQC status		X					
NHSLA / CNST		X					
Mandatory/statutory training		X					
Workforce (vacancy turnover absence)		X					
Safe environment		X					
Standard & suitability of equipment		X					
CLINICAL EFFECTIVENESS							
NICE Guidance and National Quality Standards, e.g. VTE, Stroke, Dementia		X					
Patient related outcome measures		X					
External accreditation e.g. professional bodies i.e. RCN		X					
CQUIN achievement		X					
PATIENT EXPERIENCE							
Will there be an impact on patient experience if so how		X					
Will it impact on carers if so how							

INEQUALITIES OF CARE							
Will it create / reduce variation in care provision?		X					
STAFF EXPERIENCE							
What is the impact on workforce capability care and skills?		X					
Will there be a change in working practice, if so, how?		X					
Will there be an impact on training		X					
TARGETS / PERFORMANCE							
Will it have an impact on performance, if so, how?		X					
Could it impact on the achievement of local, regional, national targets, if so, how?		X					
EQUALITY IMPACT							
Analysis Rating (see completion notes)	Red		Red/Amber		Amber		Green X
Approved by:	Commissioner Lead:				GP lead for E&D:		
	Date				Date		
Local Profile Data							
General	NA						
Gender (Men and Women)	Female = 73.6% Male = 26.4%						
Race (All Racial Groups)	White British = 79.17% Asian or Asian British – Indian =2.78%						

	<p>Asian or Asian British – Bangladesh =1.39%</p> <p>Asian or Asian British – Any other Asian background = 1.39%</p> <p>Unspecified = 13.89%</p> <p>Not stated = 1.39%</p>
Disability (Mental and Physical, Sensory Impairment, Autism, Mental Health Issues)	<p>No=15.3</p> <p>Not Declared=1.4</p> <p>Unspecified=83.3</p>
Religion or Belief	<p>Christianity = 11.11</p> <p>Not disclosed = 4.17</p> <p>Unspecified =84.72</p>
Sexual Orientation (Heterosexual, Homosexual and Bisexual)	<p>Heterosexual or straight = 8.33</p> <p>Not Disclosed = 4.17</p> <p>Unspecified = 87.50</p>
Pregnancy and Maternity	This information is not currently available
Transgender	This information is not currently available
Marital Status	<p>Civil Partnership = 1.35%</p> <p>Divorced = 9.46%</p> <p>Married = 56.76%</p> <p>Single = 24.32%</p> <p>Unspecified = 8.11%</p>
Age	<p>21-25 = 1.39%</p> <p>26-30 = 5.56%</p> <p>31-35 = 8.33</p> <p>36-40 = 16.67</p> <p>41-45 = 8.33</p> <p>46-50 = 12.50</p> <p>51-55 = 16.67</p> <p>56-60 = 25.00</p> <p>61-65 = 2.78</p> <p>66-70 = 1.39</p>
Equality Data	

Is any equality data available relating to the use or implementation of this policy, project or function?	No			
List any consultation e.g. with employees, service users, Unions or members of the public that has taken place in the development or implementation of this policy, project or function.	Executive Team Employees Social Partnership Forum			
Promoting inclusivity; How does the project, service or function contribute to our aims of eliminating discrimination and promoting equality and diversity?	No impact on ICB functions			
Equality Impact Risk Assessment test				
What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by <i>The Equality Act 2010</i> ?				
Protected Characteristic:	No Impact	Positive Impact	Negative Impact	Evidence of impact and if applicable justification where a <i>Genuine Determining Reason</i> exists
Gender (Men and Women)	X			This has been considered and has no impact
Race (All Racial Groups)	X			This has been considered and has no impact
Disability (Mental and Physical, Sensory Impairment, Autism, Mental Health Issues)	X			The policy does not specifically mention disabled staff. All staff are entitled to request secondment support where a seconded employee with a disability returns to the ICB, they will return to a ' <i>broadly similar function</i> '. This will help re introduce them to the ICB and to the new role. It is important that HR and Occupational Health advice is taken to follow the requirements of the Equality Act and ensure secure management of individuals with disabilities (see action plan). Meetings will be held with the individuals involved and will discuss any potential risks. The workforce data

				indicated that a very low number of employees in the ICB have declared a disability.
Religion or Belief	X			This has been considered and has no impact
Sexual Orientation (Heterosexual, Homosexual and Bisexual)	X			This has been considered and has no impact
Pregnancy and Maternity	X			This has been considered and has no impact
Transgender	X			This has been considered and has no impact
Marital Status	X			This has been considered and has no impact
Age	X			This has been considered and has no impact

Action Planning

As a result of performing this Equality Impact Analysis, what actions are proposed to remove or reduce any risks of adverse outcomes identified on employees, service users or other people who share characteristics protected by The Equality Act 2010?

Identified Risk:	Recommended Action:	Responsible Lead	Completion Date	Review Date
Employees with disabilities may return to a 'broadly similar function' which may require reasonable adjustments	HR and Occupational Health advice should be taken as well as discussions with the individual concerned	Line Manager/HR Lead	As this arises	Ongoing

SUSTAINABILITY IMPACT

Staff preparing a Policy / Board Report / Committee Report / Service Plan / Project are required to complete a Sustainability Impact Assessment. Sustainability is one of the Trust's key Strategies and the Trust has made a corporate commitment to address the environmental effects of activities across Trust services. The purpose of this Sustainability Impact Assessment is to record any positive or negative impacts that this activity is likely to have on each of the Trust's Sustainability Themes.

	Positive Impact	Negative Impact	No Specific Impact	What will the impact be? If the impact is negative, how can it be mitigated? (action)

Reduce Carbon Emission from buildings by 12.5% by 2010-11 then 30% by 2020			X	
New builds and refurbishments over £2million (capital costs) comply with BREEAM Healthcare requirements.			X	
Reduce the risk of pollution and avoid any breaches in legislation.			X	
Goods and services are procured more sustainability.			X	
Reduce carbon emissions from road vehicles.			X	
Reduce water consumption by 25% by 2020.			X	
Ensure legal compliance with waste legislation.			X	
Reduce the amount of waste produced by 5% by 2010 and by 25% by 2020			X	
Increase the amount of waste being recycled to 40%.			X	
Sustainability training and communications for employees.			X	
Partnership working with local groups and organisations to support sustainable development.			X	
Financial aspects of sustainable development are considered in line with policy requirements and commitments.			X	