

**SECONDMENT POLICY**

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| Version: | 3 |
| Date ratified: | 17 November 2020 |
| Policy Number  | HR022/11/2023 |
| Name of originator/author: | HR and OD Business Partner |
| Name of Sponsor: | Deputy Accountable Officer |
| Name of responsible committee | Governance Sub-committee |
| Date issued: | November 2020 |
| Review date: | November 2023 |
| Target audience: | All staff working within or on behalf of NHS Sheffield CCG |

**To ensure you have the most current version of this policy please access via the NHS Sheffield CCG Intranet Site by following the link below:**

[**http://www.intranet.sheffieldccg.nhs.uk/policies-procedure-forms-templates.htm**](http://www.intranet.sheffieldccg.nhs.uk/policies-procedure-forms-templates.htm)

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**POLICY AUDIT TOOL**

**Please give status of Policy: Revised**

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| **1.** | **Details of Policy** |  |
| 1.1 | Policy Number | HR022/11/2023 |
| 1.2 | Title of Policy: | Secondment Policy |
| 1.3 | Sponsor  | Deputy Accountable Officer |
| 1.4 | Author: | HR and OD Business Partner |
| 1.5 | Lead Committee | Governance Sub-committee |
| 1.5 | Reason for policy: | Legislative and best employment practice |
| 1.6 | Who does the policy affect? | All employees  |
| 1.7 | Are the National Guidelines/Codes of Practices etc issued? | Equality Act 2010, NHS Employment Check Standards |
| 1.8 | Has an Equality Impact Assessment been carried out? | Yes |
| **2.** | **Information Collation** |  |
| 2.1 | Where was Policy information obtained from? | See 1.7 |
| **3.** | **Policy Management** |  |
| 3.1 | Is there a requirement for a new or revised management structure for the implementation of the Policy? | No |
| 3.2 | If YES attach a copy to this form. | n/a |
| 3.3 | If NO explain why. | Current management structure satisfactory |
| **4.** | **Consultation Process** |  |
| 4.1 | Was there external/internal consultation? | Yes |
| 4.2 | List groups/persons involved | Joint Staff Consultative Forum |
| 4.3 | Have external/internal comments been included? | Yes |
| 4.4 | If external/internal comments have not been included, state why. | n/a |
| **5.** | **Implementation** |  |
| 5.1 | How and to whom will the policy be distributed? | All employees via the intranet  |
| 5.2 | If there are implementation requirements such as training please detail. | Ongoing via mandatory training |
| 5.3 | What is the cost of implementation and how will this be funded | No funding required |
| **6.** | **Monitoring** |  |
| 6.2 | How will this be monitored | Workforce Reports |
| 6.3 | Frequency of Monitoring | Quarterly |

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|  | **SECTION A – POLICY** |
| **1.** | **Policy Statement, Aims and Objectives** |
| **1.1** | NHS Sheffield 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 is intended to provide a consistent framework by which secondment opportunities are consistently supported and managed. |
| **1.3** | The development of this policy:* Ensures opportunities for employees to move temporarily into alternative areas or functions of work, internally and externally to the organisation.
* Sets out arrangements for accepting secondments into the organisation.
 |
| **2.** | **Legislation and Guidance** |
| **2.1** | The following legislation and guidance has been taken into consideration 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 Sheffield CCG and for whom NHS Sheffield CCG has legal responsibility. Seconded staff are covered by the policy of their employing organisation.  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 Sheffield CCG or working on NHS Sheffield CCG premises and forms part of their arrangements with NHS Sheffield CCG.  As part of good employment practice, agency workers are also required to abide by NHS Sheffield CCG policies and procedures, as appropriate, to ensure their health, safety and welfare whilst undertaking work for NHS Sheffield CCG. |

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| **4.** | **Accountabilities and Responsibilities** |
| **4.1** | Overall accountability for ensuring that there are systems and processes to effectively ensure compliance with this Policy lies with the Accountable Officer. Responsibility is delegated to the following:

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| ***Deputy Accountable Officer*** | * Maintaining an overview of the corporate ratification and governance process associated with the policy.
* Ensuring that the policy is applied fairly, consistently and in a non-discriminatory manner.
 |
| ***Human Resources*** | * Leading the development, implementation and review of the policy.
* Providing advice and guidance to managers and employees in relation to the policy.
 |
| ***Staff Side*** | * Provide support and guidance to employees in relation to this policy.
* Work in partnership with the CCG to support an open and honest culture.
* Support the review of the effectiveness of the policy.
 |
| ***Appointing Officers/ Line Managers*** | * Ensuring they understand and adhere to their obligations in relation to this policy.
* Ensuring the policy is applied fairly and consistently to all employees.
* Ensuring employees are aware of this policy including referring new employees to the policy as part of their induction process.
 |
| ***All Employees*** | * Ensuring they understand their responsibilities in relation to this policy.
* Ensuring that they do not agree to a secondment without having the approval of their line manager
 |

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| **5.** | **Dissemination, Training and Review** |
| **5.1** | **Dissemination** |
|  | The effective implementation of this policy will support openness and transparency. NHS Sheffield CCG will:* Ensure all employees and stakeholders have access to a copy of this policy via the organisation’s website.
* Ensure employees are notified by email of new or updated policies.
* Ensure that relevant training programmes raise and sustain awareness of health and wellbeing.
 |
| **5.2** | **Training** |
|  | All employees will be offered relevant training commensurate with their duties and responsibilities. Employees requiring support should speak to their line manager in the first instance. Support may also be obtained through Human Resources. The Policy should be read in conjunction with:* Recruitment and Selection Policy
* Equality and Diversity Policy
 |
| **5.3** | **Review**  |
| **5.3.1** | As part of its development, this policy and its impact on staff, patients and the public has been reviewed in line with NHS Sheffield CCG’s Equality Duties. The purpose of the assessment 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 policy 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** | Policy management will be performance monitored to ensure that policies are in-date and relevant to the core business of the organisation. The results will be published in the regular Governance Sub Committee Reports. |

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|  | **SECTION B – PROCEDURE** |
| **1.** | **Use of Secondments** |
| **1.1** | A 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 organisation/ partner organisations.
* 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.
 |
| **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** | A secondment is usually for the duration of a task or activity for a fixed period of time. Success of the secondment depends upon the effective matching of expectations between the seconded employee and the receiving organisation. |
| **2.3** | Advice should be sought from Human Resources regarding secondments of 12 months or more.For the purpose of clarity, a secondment should normally last no more than 2 years unless authorisation is given by a Director for this to exceed 2 years. Approval for a secondment to exceed 2 years will be considered on a case by case basis. This applies to new secondments that are advertised for over 2 years’ duration and also for requests for secondment extensions that would take the overall time on secondment over 2 years.  |
| **2.4** | A secondment agreement is normally between the receiving organisation, loaning organisation and the employee (secondee).  |
| **3.** | **Recruitment** |
| **3.1** | All secondment opportunities must be advertised and will normally be advertised via the NHS Jobs website with applications or expressions of interest submitted electronically.  |
| **3.2** | The principles contained in the Recruitment and Selection Policy will apply. |
| **3.3** | Line Managers/ Appointing Officers will need to consider whether the post should be advertised as a secondment opportunity only, or whether successful applicants could be offered the position on a fixed term basis and this must be made clear in the job advert. When making this decision the Line Manager/Appointing Officer must bear in mind that if a candidate who is a current NHS employee is appointed on a fixed term basis, this would involve a potential redundancy liability when the fixed term contract ends. Advice should be sought from Human Resources. |
| **4.** | **Application Process** |
| **4.1** | Where an employee is considering applying for a secondment opportunity they must discuss this with their current line manager before they apply for the role to determine whether managerial support can be given to the secondment. |
| **4.2** | There is no explicit obligation on the Line Manager to release an individual on secondment, but proper consideration should be given to such a request on a case by case basis. Line Managers should take the following into consideration:* Benefits to the employee of undertaking the potential secondment
* How the employee’s post would be covered during the secondment
* Whether the release of the employee could provide a development opportunity for other employees within the organisation
* 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 of the employee, i.e. would they be able to return to their current post at the end of the secondment, bearing in mind that if the employee’s substantive post is not available for them to return to when the secondment ends and a suitable alternative post within the organisation cannot be found, the employee may be at risk of redundancy and entitled to a redundancy payment.
 |
| **4.3** | Once the above issues have been considered, an informed decision can be made about whether an application for secondment can be supported. If a decision is made 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 informal route of the Grievance Policy. |
| **4.4** | If an existing employee applies for a secondment and is appointed to the role, they will be required to work their contractual notice period as stated in their contract of employment before commencing the secondment. A shorter period of notice may be negotiated between the line manager and employee where this does not have a negative impact on the organisation as per the Employee Leaver Notice Period and Exit Interview Policy. |
| **5.** | **Secondment into the Organisation** |
| **5.1** | Following the advertisement of a secondment opportunity, where an individual from outside the organisation has been appointed into the role, the managerial responsibility for the secondee will rest with NHS Sheffield CCG (including terms of health and safety issues, wellbeing of the employee and day-to-day line management). The secondee’s substantive employer will retain responsibility for contractual obligations and as such, any action required with respect to other policies (such as disciplinary issues or sickness absence) must be agreed in partnership with the substantive employer. |
| **6.** | **Amendments to Terms and Conditions of Employment** |
| **6.1** | In order to avoid any uncertainty, secondees will have the terms of the secondment set out in writing.This applies to all secondees i.e. individuals entering the organisation via a secondment, changing roles within the organisation (internal secondment) or leaving the organisation via a secondment (external secondment). |
| **6.2** | The following details will be covered:* Expected period of secondment including start and end dates
* To whom the employee reports during the secondment period and on what matters
* Pay band and salary for the secondment job
* Working hours
* Location
* Eligibility for expenses and travel arrangements
* Notice period to withdraw or be withdrawn from the secondment.
* Annual leave entitlement
* Procedures for reporting sickness absence
* 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
* Anything else relevant to the circumstances.
 |
| **6.3** | For current employees changing roles within the organisation (internal secondment) or leaving the organisation via a secondment (external secondment) the agreed basis of return will also be confirmed e.g. into their substantive role or a suitable role at their substantive pay band which is commensurate with their skills and competencies. |
| **7** | **Pay** |
| **7.1** | Please refer to the Recruitment and Selection Policy for information regarding starting salaries and pay step (incremental) dates.  |
| **7.2**  | Where an individual’s pay step (increment) is due during the secondment, the pay progression policies and procedures of their substantive employer would apply. The substantive Line Manager and Secondment Line Manager should liaise with each other to confirm that the individual has met the criteria for pay progression and to ensure any necessary documentation is completed regarding payroll changes. |
| **8.** | **Objective Setting and Review** |
| **8.1** | In order to ensure optimum benefits are derived from the secondment for both the individual and the organisation, it is essential that objectives, measurable success criteria and timescales are clearly defined. These will be agreed in advance with the individual in conjunction with their existing Line Manager and/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 individual’s Personal Development Plan.
 |
| **8.2** | The Secondment Manager will conduct1:1s and performance reviews with the secondee in order to review progress towards goals and targets and ensure that the objectives are achieved. |
| **8.3** | The timing of progress/ performance reviews and 1:1s will be in line with the timescales of the secondment objectives. |
| **8.4** | The secondee’s substantive Line Manager will maintain regular contact with the secondee to ensure that the agreed objectives are being achieved and to keep the individual up to date with any changes at their normal work location. Communication methods and timeframes should be agreed prior to the commencement of the secondment. |
| **8.5** | At the end of the secondment period, the secondee, substantive Line Manager and Secondment Manager should review the success of the secondment. Agreed outcomes and actions will be confirmed in writing and where appropriate form part of the employee’s future personal development plan. |
| **9.** | **Changes in Organisational Arrangements** |
| **9.1** | If during an employee’s secondment changes are proposed to their substantive role or line management arrangements, this must be discussed with them in advance of the effective date of the changes. Where the changes are significant i.e. organisational change, the employee must be given the opportunity to reconsider their secondment position to enable them to safeguard their substantive 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. |
| **10.** | **Costs** |
| **10.1** | The costs of the secondment and recharge arrangements will be agreed by the loaning organisation and receiving organisation and should be confirmed in writing in the secondment agreement. Costs that may be recharged include:* Salary including National Insurance and Pension Costs
* Travel and Accommodation Costs
* Expenses
* Vehicle Costs
 |
| **10.2** | Human Resources will notify payroll regarding any changes that affect pay and base point. |
| **11.** | **Return from Secondment** |
| **11.1** | For secondments up to one year unless specified and agreed otherwise, the secondee will return to their original position and conditions of employment.For secondments over one year arrangements for the employee’s return from secondment will be confirmed on a case by case basis. Should their substantive post be subject to organisational change, this will be dealt with in line with the Management of Organisational Change, Redundancy and Pay Protection Policy. |
| **11.2** | Where it was agreed at the start of the secondment that the employee would return to their substantive post, the substantive Line Manager should meet with the employee in good time before the end of the secondment to discuss their return. The meeting will provide an opportunity for the employee and Line Manager to discuss any support which may be helpful for the employee, for example a planned re-induction into the role and/or area of work.  |
| **11.3** | Where it was agreed that at the start of the secondment or during the secondment that the individual would not return to their substantive post at the end of the secondment, advice should be sought from Human Resources and a redeployment process followed as outlined by the redeployment Standard Operating Procedure.  |
| **11.4** | Where an individual undertakes two or more consecutive secondments, at the end of the last secondment they will return to their substantive position or a suitable alternative position at the same pay band as their substantive position.The individual would not return from the last secondment to a previous secondment role unless this had previously agreed by the line manager for that role. For example:Employee A is employed in a substantive Band 3 post. They go on secondment to a Band 4 post. Whilst on secondment, they are appointed to a further secondment at Band 5. When their Band 5 secondment ends, Employee A would return to their Band 3 post or a suitable alternative post at Band 3. They would not return to the Band 4 post that they were previously seconded into without prior agreement from the manager for that post and their substantive Line Manager.  |
| **11.6** | If the individual, loaning organisation or receiving organisation wish to end a secondment early, the notice period specified in the secondment agreement would apply. Advice should be sought from Human Resources to determine the potential impact on any other individuals involved in backfill arrangements who may need to be given notice in order for the secondee to return to their substantive role. |
| **12** | **Extension of Secondment** |
| **12.1** | Where a manager wishes to extend a secondment, the individual seconded into that post may be offered an extension if a full recruitment process was carried out for the initial secondment. If a full recruitment process was carried out, the manager should discuss the potential extension with the individual and their substantive Line Manager.  |
| **12.2** | If a full recruitment process was not initially followed then a recruitment and selection process will need to be carried out in line with the Recruitment and Selection Policy. |
| **12.3** | Where an employee requests an extension of an existing secondment, their substantive Line Manager should consider the request in accordance with the principles outlined at 4.2. The impact on any other individuals involved in backfill arrangements should also be considered. Advice should be sought from Human Resources.  |
| **12.4** | If a decision is made not to support the extension of the secondment, the employee should be notified of the reasons and advised as to how they may wish to appeal against such a decision via the informal route of the Grievance Policy. |
| **12.5** | Any extensions to secondments should be mutually agreed by all parties and confirmed in writing. |
| **13.** | **Secondment Resulting in Substantive Appointment** |
| **13.1** | Where a secondment post becomes a substantive post, the individual seconded into that post may only be offered the role on a substantive basis if a full recruitment process was carried out for the secondment, and it was clear that there was a possibility of it becoming substantive |
| **13.2** | If a full recruitment process was not followed then a recruitment and selection process will need to be carried out in line with the Recruitment and Selection Policy. |

**NHS Sheffield CCG Equality Impact Assessment 2014**

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| **Title of policy or service**  | Secondment Policy |
| **Name and role of officers completing the assessment** | HR & OD Business Partner |
| **Date assessment started/completed** |  October 2020 |

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| **1. Outline** |
| **Give a brief summary of your policy or service*** Aims
* Objectives
* Links to other policies, including partners, national or regional
 | This policy is intended to provide a consistent framework by which secondment opportunities are consistently supported and managed. |

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| **2. Gathering of Information** This is the core of the analysis; what information do you have that indicates the policy or service might *impact on protected groups, with consideration of the General Equality Duty*.  |
|  | **What key impact have you identified?** | **What action do you need to take to address these issues?** | **What difference will this make?** |
| **Positive****Impact**  | **Neutral****impact** | **Negative****impact** |
| **Human rights** |  |  |  |  |  |
| **Age** |  |  |  |  |  |
| **Carers** |  |  |  |  |  |
| **Disability** |  |  |  |  |  |
| **Sex** |  |  |  |  |  |
| **Race** |  |  |  |  |  |
| **Religion or belief** |  |  |  |  |  |
| **Sexual orientation** |  |  |  |  |  |
| **Gender reassignment** |  |  |  |  |  |
| **Pregnancy and maternity** |  |  |  |  |  |
| **Marriage and civil partnership** (only eliminating discrimination) |  |  |  |  |  |
| **Other relevant group** |  |  |  |  |  |

Please provide details on the actions you need to take below.

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| **3. Action plan** |
| **Issues identified** | **Actions required** | **How will you measure impact/progress** | **Timescale** | **Officer responsible** |
| None |  |  |  |  |
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| **4. Monitoring, Review and Publication** |
| **When will the proposal be reviewed and by whom?** | **3 years** |
| **Lead Officer**  | **HR & OD Business Partner**  | **Review date:** | **November 2023**  |