



# Secondment Policy

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<b>Author / Originator and Job Title:</b>	Jayne Taylor, Human Resources Manager					
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<b>Approved by:</b>	Eleanor Palmer Rigby, Head of Human Resources (interim)					
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## Version Control Sheet

This must be completed and form part of the document appendices each time the document is updated and approved

Date dd/mm/yy	Version	Author	Reason for changes
21/08/20	2	Jayne Taylor, Human Resources Manager	Reviewed, duplications removed and updated 'employee' to 'seconded' throughout

## Consultation / Acknowledgements with Stakeholders

Name	Designation	Date Response Received

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## 1 Introduction / Purpose

The Trust is committed to developing its employees through training and education. It recognises that a secondment is often a valuable tool for the development of employees as it can enhance their skills and capabilities which will improve the quality of the service provided to patients. The Trust would expect that any secondment arrangement would be able to demonstrate that it supports the objectives of the Trust and that there are specific outcomes identified.

The purpose of this policy is to provide guidance on the management of secondments and set out the principles to maximise the use of secondments throughout the Trust. It will ensure a consistent approach is taken and that all those concerned, have an understanding of the process, prior to entering into a secondment agreement.

All parties must fully understand and agree the purpose and length of the secondment at the outset.

## 2 General Principles / Target Audience

This policy applies to all employees who have a minimum of 12 months service within the Trust at the time of application and with the agreement of their current Line Manager.

## 3 Definitions and Abbreviations

- **Secondment:** The term 'secondment' refers to the temporary transfer of an employee to a different post or area of the Trust or to another organisation for a specific purpose and specific length of time to the mutual benefit of the Trust, the alternative organisation and the employee.
  - **Internal** - These may be between departments or to a different post within the same department and will in all circumstances, be subject to the principles stated in this policy.
  - **External** - These may be within the NHS or within other public or private sector companies. External secondments can benefit all three parties, by exposing initially the host organisation and the employee and subsequently the seconding employer to different work practices.
- **Seconded** - the employee requesting / taking up the secondment opportunity.
- **Seconding Manager** - the manager of the seconded prior to a secondment.
- **Host Employer / Manager** - the employer / manager during the period of secondment.

HR & OD Human Resources and Organisational Development

## 4 References and Associated Documents

**BTHFT - Procedure. 2020.** Fraud, Bribery and Corruption Policy. [Online] 08 07 2020. [Cited: 09 07 2020.] <http://fcsp.xfyldecoast.nhs.uk/trustdocuments/Documents/CORP-POL-136.pdf>.

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—. **2020.** Grievance Procedure – Seeking a Resolution. [Online] 23 07 2020. [Cited: 21 08 2020.] <http://fcsp.xfyldecoast.nhs.uk/trustdocuments/Documents/CORP-PROC-200.docx>.

—. **2017.** Organisational Change and Redundancy Policy. [Online] 28 11 2017. [Cited: 13 01 2020.] <http://fcsp.xfyldecoast.nhs.uk/trustdocuments/Documents/CORP-POL-255.docx>.

## **5 Responsibilities (Ownership and Accountability)**

### **5.1 During the Secondment**

It is essential that all parties involved in a secondment arrangement are clear about their obligations, expectations, accountabilities and performance objectives.

The seconding manager should:

- Be responsible for ensuring the appropriate paperwork / assignment change forms are completed and to notify payroll and / or finance of the changes. Maintain regular contact with the secondee and host manager.
- Keep the secondee informed about any developments, changes and general information about the department / service. Where appropriate the employee should be informed of and invited to staff meetings or sent minutes.

The host manager should:

- Arrange an induction programme including health and safety issues, policies / procedures, reporting arrangements, objectives etc.
- Review and manage the employee's performance.
- Maintain regular contact with the seconding manager.
- Address any attendance, absence and conduct issues following policy and procedures of the host organisation and liaise with the seconding manager.
- Be responsible for ensuring the appropriate paperwork / assignment change forms are completed and to notify payroll and / or finance of the changes.

The secondee should:

- Observe the appropriate policies/procedures within the host department/organisation.
- Comply with mandatory training requirements of the host organisation.
- Maintain professional membership and/or appropriate registration.
- Maintain regular contact with their seconding manager.
- Update both the host and seconding manager regarding sickness and annual leave.

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## 6 Policy

### 6.1 Duration of Secondment

The duration of any secondment should be for a maximum of 12 months in the first instance; however any adjustment to the secondment period should be discussed and agreed, on a verbal basis in the first instance, between all parties and confirmed in writing by the manager responsible for the secondment, giving at least 3 months' notice to the seconding manager.

If the secondment is for 12 months or less, the member of staff will return to their substantive post. If the secondment is for more than 12 months the staff member will return to an equivalent job, recognising their knowledge, skills, competency and abilities.

The maximum period for a secondment is 2 years.

### 6.2 Benefits of a Secondment

Consideration should be given to the benefits of a secondment, to all involved, looking at the sharing of best practice, developing our workforce and best use / development of systems within the Trust.

#### 6.2.1 The Employee

- Increased motivation through experiencing a new and challenging work environment.
- Personal and career development through the development of professional, managerial, technical and interpersonal skills.
- The opportunity to achieve clear and specific objectives in a time-limited period.
- The opportunity to explore a new career option.

#### 6.2.2 The Seconding Manager

- Assisting an individual to develop their skills, knowledge and competence.
- Develop closer links with other departments within the Trust, or another organisation.
- Establish the potential for future secondments into their department.

#### 6.2.3 The Host Manager

- The benefit of an employee for a time-limited period that may not otherwise be available.
- The ability to utilise an individual's particular skills for a project or specific piece of work.
- Introduction of new ideas and approaches to the department or team.

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### 6.3 Application for Secondment

Prior to any application for a secondment, the employee must first seek approval from their line manager and it is recommended that this is done on a verbal basis in the first instance. This will determine if a secondment from their substantive post is possible when considering the services perspective. The Line Manager must consider the timescales involved in considering whether a secondment would be likely, as some positions are open to apply for short periods.

A Line Manager needs to consider the rationale for the secondment request and see if it meets the criteria below, taking into account the needs of the service:

- Support the objectives of the Trust.
- Support the objectives of the department.
- It will enrich the skills of the individual.
- It will enrich the skills of the team; the secondee will be working with.
- It will provide personal development for the secondee.
- It will enable the Trust to maintain vital skills and knowledge.
- It will enable systems or processes in the Trust to be improved.

The employee should then submit a written request to their Line Manager detailing the reason for the secondment, the potential benefits to themselves and the Trust, the organisation / Department involved, duties to be performed and wherever possible a job description should be provided, grade and duration of the secondment.

The employees Line Manager must respond to this request, in writing, to confirm if the secondment arrangement can or cannot be accommodated, explaining the rationale for their decision.

**PLEASE NOTE:** The employee must ensure they have written confirmation from their Line Manager that they can be released from their substantive post before applying for a secondment opportunity.

### 6.4 Preparation for the Secondment

To achieve a successful secondment there needs to be preparation by all parties (those listed in 3) and an agreement (for either internal or external) should be produced. Copies of the agreement should be sent to all parties and a copy kept on the secondees' personal file. The following should therefore be considered:

- The purpose of the secondment should be clear and a job description and personal specification produced outlining the roles, responsibilities and requirements.
- The grade, pay, hours and job location.
- The duration of the secondment
- Clear objectives.

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- Costs and responsibilities for the secondment, including pay, pension, expenses, lease car, etc. Recharge arrangements must be agreed with the appropriate Finance Managers in both areas / organisations.
- Necessary employment checks to be completed by the host organisation.
- Clarify the terms under which the secondee will return to their substantive post.

## 6.5 Early Cessation of the Secondment Agreement

A secondment can be ceased early:

- By the secondee by giving a minimum of four weeks' notice to the host organisation and seconding manager. A meeting between the secondee, host manager and seconding manager should take place as soon as possible to discuss the reason for ceasing the secondment and to agree the next steps.
- By the seconding organisation if there is a change in service delivery which necessitates the return of the secondee to the original post or if there is some other substantial reason that necessitates an early termination of the secondment. A meeting will be held with the secondee, host manager and seconding manager taking account of all the circumstances and affected parties and giving a minimum of four weeks' notice to end the secondment.
- By the host organisation or department for express business reasons (e.g. unsuitability of the seconded employee or adverse effects on service delivery). A meeting will be held with the secondee, host manager and seconding manager taking account of all the circumstances and affected parties and giving a minimum of four weeks' notice to end the secondment.

The secondee can exercise their right to be accompanied to these meetings by either a Trade Union Representative or a work colleague.

## 6.6 Organisational Change

If during the course of the secondment period reorganisation occurs which could have implications for the secondees substantive role, the secondee will be consulted and involved in the reorganisation process, in accordance with the Organisational Change and Redundancy Policy CORP/POL/255 (BTHFT - Procedure, 2017).

## 6.7 Terms and Conditions during the Secondment

The pay will depend on the grade of the secondment post. Both the seconding manager and the recruiting "host manager" are responsible for ensuring the appropriate paperwork / assignment change forms are completed to notify payroll and / or finance of the changes.

Annual leave accrued during the secondment should be agreed with the host manager and taken during the secondment and prior to returning to their substantive post. In the case of internal secondments, annual leave may be transferred when the secondee returns to their substantive post.

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Any other change to terms and conditions, e.g. lease car, should be agreed prior to the commencement of the secondment.

During the course of a secondment Blackpool Teaching Hospitals NHS Foundation Trust will continue to be the employer of the seconded employee.

If the secondment is to be extended for business reasons then all parties involved must be written to and a meeting arranged to discuss and consider the impact of this on the secondees' substantive role. Final agreement must be documented and written confirmation of the outcome must be sent to all parties.

## 6.8 End of the Secondment Period

At the end of the secondment, a secondee should normally return to their original area of work (see section 6.1. and Section 6.5). The seconding manager will contact the secondee and arrange to meet with them at least six weeks before the termination date of the secondment. This will enable the seconding manager and the secondee to discuss the return to their substantive role or equivalent post, focusing on the practical arrangements for their return and updating the secondee on developments within the department/ team.

No later than 4 weeks before the end of the secondment the secondee should receive written confirmation of the arrangements for their return from the seconding manager.

## 6.9 Appeal

An employee who believes their manager's decision to refuse a request for a secondment is unreasonable may raise a grievance using the Trust's grievance procedure CORP/PROC/200. This must be in writing and submitted within 14 days of receipt of the decision (BTHFT - Procedure, 2020).

## 6.10 Suspicion of Fraudulent Activity

Any suspicion of fraudulent activity will be referred to the Trust's Counter Fraud Specialist for investigation, in accordance to the Trust's Counter Fraud and Corruption Policy, (BTHFT - Procedure, 2020).

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<b>Appendix 1: Equality Impact Assessment Form</b>				
<b>Department</b>		<b>Service or Policy</b>		<b>Date Completed:</b>
<b>GROUPS TO BE CONSIDERED</b>				
Deprived communities, homeless, substance misusers, people who have a disability, learning disability, older people, children and families, young people, Lesbian Gay Bi-sexual or Transgender, minority ethnic communities, Gypsy/Roma/Travellers, women/men, parents, carers, staff, wider community, offenders.				
<b>EQUALITY PROTECTED CHARACTERISTICS TO BE CONSIDERED</b>				
Age, gender, disability, race, sexual orientation, gender identity (or reassignment), religion and belief, carers, Human Rights and social economic / deprivation.				
<b>QUESTION</b>	<b>RESPONSE</b>		<b>IMPACT</b>	
	<b>Issue</b>	<b>Action</b>	<b>Positive</b>	<b>Negative</b>
What is the service, leaflet or policy development? What are its aims, who are the target audience?	The policy is to ensure that Managers are consistent in their application of the Secondment Policy. The target audience is all staff across the Organisation who apply for a secondment.	Raise awareness of the Organisations format and process involved in relation to the procedural document.	Yes – clear procedure identified	
Does the service, leaflet or policy/ development impact on community safety • Crime • Community cohesion	Not applicable to community safety or crime	N/A	N/A	
Is there any evidence that groups who should benefit do not? i.e. equal opportunity monitoring of service users and/or staff. If none/insufficient local or national data available consider what information you need.	No	N/A	N/A	
Does the service, leaflet or development/ policy have a negative impact on any geographical or sub group of the population?	No	N/A	N/A	
How does the service, leaflet or policy/ development promote equality and diversity?	Ensures a cohesive approach across the Organisation in relation to the Procedural document.	All policies and procedural documents include an EA to identify an positive or negative impacts		
Does the service, leaflet or policy/ development explicitly include a commitment to equality and diversity and meeting needs? How does it demonstrate its impact?	The Policy includes a completed EA which provides the opportunity to highlight any potential for a negative/adverse impact			
Does the Organisation or service workforce reflect the local population? Do we employ people from disadvantaged groups	Our workforce is reflective of the local population.			
Will the service, leaflet or policy/ development i. Improve economic social conditions in deprived areas ii. Use brown field sites iii. Improve public spaces including creation of green spaces?	N/A			
Does the service, leaflet or policy/ development promote equity of lifelong learning?	N/A			
Does the service, leaflet or policy/ development encourage healthy lifestyles and reduce risks to health?	N/A			
Does the service, leaflet or policy/ development impact on transport? What are the implications of this?	N/A			
Does the service, leaflet or policy/development impact on housing, housing needs, homelessness, or a person's ability to remain at home?	No			
Are there any groups for whom this policy/ service/leaflet would have an impact? Is it an adverse/negative impact? Does it or could it (or is the perception that it could exclude disadvantaged or marginalised groups?	No			

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Does the policy/development promote access to services and facilities for any group in particular?	N/A			
Does the service, leaflet or policy/development impact on the environment	No			
<ul style="list-style-type: none"> <li>• During development</li> <li>• At implementation?</li> </ul>				
<b>ACTION:</b>				
<b>Please identify if you are now required to carry out a Full Equality Analysis</b>		<b>Yes</b>	<b>No</b>	<b>(Please delete as appropriate)</b>
<b>Name of Author:</b>	Debbie Williams	<b>Date Signed:</b>		
<b>Signature of Author:</b>				
<b>Name of Lead Person:</b>	Eleanor Palmer -Rigby	<b>Date Signed:</b>		
<b>Signature of Lead Person:</b>				
<b>Name of Manager:</b>	Anne Radcliffe	<b>Date Signed:</b>		
<b>Signature of Manager</b>				

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