

SECONDMENT POLICY

June 2014

Authorship:	CSU Transition HR Policy Lead- adapted for local use by North Yorkshire and Humber Commissioning Support Unit on behalf NHS Scarborough and Ryedale CCG
Committee Approved:	SRCCG Committees Joint Trade Union Partnership Forum
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Equality Impact Assessment	Completed
Sustainability Impact Assessment	Completed
Target Audience:	All staff
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Version Number:	1

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 approved	Date on Intranet
DRAFT	SRCCG	Draft policy for CCG	Senior Management Team	22/04/14	n/a
DRAFT	SRCCG	Draft policy for CCG	JTUPF	25/06/14	n/a
Final	SRCCG	Formal approval of policy	Senior Management Team	29/07/14	30/07/14

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1 INTRODUCTION

- 1.1 This policy facilitates the secondment of Scarborough and Ryedale Clinical Commissioning Group's staff (the CCG) 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 CCG, 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 KSF review or be specifically requested for project work where specific skills or specialist knowledge are required.

2 ENGAGEMENT

- Joint Trade Union Partnership Forum/Policy Development Group
- SRCCG staff via team meetings/team brief/internet

3 IMPACT ANALYSES

3.1 Equality

All policies require an assessment for their impact on people with protected characteristics. An Equality Impact Assessment has been undertaken for this policy and as a result of performing the analysis, it is evident that a risk of discrimination exists and this risk may be removed or reduced by implementing the actions detailed within the *Action Planning* section of the document. This screening can be found in Appendix 1.

In applying this policy, the CCG 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.

3.2 Sustainability

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 2.

3.3 Bribery Act 2010

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.

Under the Bribery Act 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.

These offences can be committed directly or by and through a third person and other related policies and documentation (as detailed on the CCG intranet) when considering whether to offer or accept gifts and hospitality and/or other incentives.

Anyone with concerns or reasonably held suspicions about potentially fraudulent activity or practice should refer to the Local Anti-Fraud and Corruption Policy and contact the Local Counter Fraud Specialist

4 SCOPE

- 4.1 The policy applies to all CCG employees and those employees from external organisations who plan/take up a secondment within the CCG.

5 POLICY PURPOSE & AIMS

- 5.1 The purpose of this policy is to provide a framework for managing internal and external secondments.
- 5.2 This policy will ensure that Secondment requests will be considered in line with business needs and decisions are made on this basis.

6 DEFINITIONS

- 6.1 Secondment: A secondment is the temporary movement of an employee into a different role within the CCG 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 CCG;
 - 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 CCG role.

7 ROLES / RESPONSIBILITIES / DUTIES

- 7.1 Line Managers are responsible for;
- Seeking advice on the application of this policy from their senior managers and the eMBED Workforce Team
 - Applying this policy in a fair and equitable manner
 - Outlining at the start what the secondees' objectives are for the duration of the secondment.
 - Conducting performance reviews of secondees in a post.
 - Ensuring appropriate records are kept in relation to this policy.
- 7.2 The Senior Leadership Team is responsible for;
- Ensuring the fair and equitable application of this policy
 - Providing advice in relation to the application of this policy
- 7.3 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.

8 IMPLEMENTATION

- 8.1 This policy will be communicated to staff via team meetings/team brief and will be available for staff on the intranet.
- 8.2 Breaches of this policy may be investigated and may result in the matter being treated as a disciplinary offence under the CCGs disciplinary procedure.

9 TRAINING & AWARENESS

- 9.1 A copy of the policy will be available on the CCG intranet. Guidance and support will be provided to all Line Managers, by the CSU Workforce Team, in the implementation and application of this policy upon request. Training needs will be identified via the appraisal process and training needs analysis.

10 MONITORING & AUDIT

- 10.1 Records will be kept by the eMBED Workforce Team 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. The implementation of this policy will be audited on an annual basis by the CCG and reported to CCG Governing Body.

11 POLICY REVIEW

- 11.1 The policy and procedure will be reviewed after 3 years for the CCG Governing Body in conjunction with Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

12 REFERENCES

- 12.1 For further information please refer to the following reference sources
- NHS Agenda for Change Terms and Conditions of Employment
 - Recruitment and Selection policy

13 ASSOCIATED DOCUMENTATION

- Secondment Procedure
- Secondment Agreement

PART 2 SECONDMENT PROCEDURE

1.0 Identifying Secondments

1.1 Requesting and organisation of Internal Secondments within the CCG

- 1.1.1 Where the CCG 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.
- 1.1.2 Depending on the nature of secondment, the vacancy will either be advertised in line with the CCG'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.
- 1.1.3 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 CCG should not be overlooked. An explanation should be given to the employee if a request is turned down.
- 1.1.4 Any disputes between managers regarding the release of an individual should be escalated to the Senior Leadership Team to resolve.

1.2 Requesting and organisation of Externally Sourced Secondments

- 1.2.1 Where the CCG identifies that a secondment opportunity exists which cannot reasonably or practicably be filled from within the CCG, they should seek to fill it from an external source.
- 1.2.2 In order to minimise risk to the CCG and safeguard the existing employment of an individual, where a short term vacancy arises, the CCG will seek to fill it through a secondment and will only offer a fixed term contract if a secondment is not possible.
- 1.2.3 Depending on the nature of secondment, the vacancy will either be advertised in line with the CCG'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.
- 1.2.4 Depending on the nature of the secondment and the role, it may be necessary to carry out recruitment checks or seek assurance from seconding employers that such checks have been carried out. For example where the requirements of the secondee's role differ from their substantive post and a DBS check is required.

1.3 Requests for CCG staff to undertake secondments in external organisations

- 1.3.1 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 CCG considers that they can support the request, agreement must be gained from the individual prior to making a final decision.

- 1.3.2 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.

2.0 Administration

- 2.1 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.
- 2.2 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. Refer to agenda for change terms and conditions for further details.
- 2.3 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 eMBED Workforce Team who will facilitate the production of the paperwork and advise as to which Payroll forms need completing.
- 2.4 Staff who enter into secondment agreements will be asked to sign a secondment agreement outlining the terms and parameters of the secondment.
- 2.5 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 CCG and recovered from the host organisation/department. On return to the substantive post the employee will revert to their substantive grade and salary.
- 2.6 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 Senior Leadership Team and with advice from the eMBED Workforce Team.

3.0 Terms and Conditions

- 3.1 During the period of the secondment the individual's Terms and Conditions will remain the same and continue to be subject to CCG policies and procedures. Exceptions to this will be agreed in advance between the host organisation and the secondee/CCG and must be recorded in the Secondment Agreement.
- 3.2 Employees on secondment with an external organisation will retain all of their continuity of service rights with the Organisation
- 3.3 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.
- 3.4 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.

- 3.5 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.

4.0 Communication

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

5.0 Termination or Extension of Secondment

- 5.1 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.
- 5.2 The secondment may be terminated by either party in writing with the appropriate or previously agreed notice period.
- 5.3 Upon the termination of a secondment into another CCG department or external organisation the CCG 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.

6.0 Secondment resulting in Permanent Appointment

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

7.0 Appeal

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

APPENDICES

- Appendix 1 Secondment Procedure
- Appendix 2 Equality Impact Assessment
- Appendix 3 Sustainability Impact Assessment

Appendix 1: Equality Impact Analysis

Equality Impact Analysis: Form

April 2014

1. Equality Impact Analysis									
Policy / Project / Function:	Secondment Policy								
Date of Analysis:	24/3/14								
This Equality Impact Analysis was completed by: (Name and Department)	Workforce service								
What are the aims and intended effects of this policy, project or function ?	<ul style="list-style-type: none"> • The purpose of this policy is to provide a framework for managing internal and external secondments. • This policy will ensure that Secondment requests will be considered in line with business needs and decisions are made on this basis. 								
Please list any other policies that are related to or referred to as part of this analysis?	<ul style="list-style-type: none"> • NHS Agenda for Change Terms and Conditions of Employment • Recruitment and Selection policy • Grievance Procedure • Disciplinary Procedure 								
Who does the policy, project or function affect ? Please Tick ✓	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Employees</td> <td style="text-align: right; padding: 2px;">✓</td> </tr> <tr> <td style="padding: 2px;">Service Users</td> <td style="text-align: right; padding: 2px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 2px;">Members of the Public</td> <td style="text-align: right; padding: 2px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 2px;">Other (List Below)</td> <td style="text-align: right; padding: 2px;"><input type="checkbox"/></td> </tr> </table>	Employees	✓	Service Users	<input type="checkbox"/>	Members of the Public	<input type="checkbox"/>	Other (List Below)	<input type="checkbox"/>
Employees	✓								
Service Users	<input type="checkbox"/>								
Members of the Public	<input type="checkbox"/>								
Other (List Below)	<input type="checkbox"/>								

2. Equality Impact Analysis: Screening

	Could this policy have a positive impact on...		Could this policy have a negative impact on...		Is there any evidence which already exists from previous (e.g. from previous engagement) to evidence this impact
	Yes	No	Yes	No	
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Para 1.1.2 of the secondment procedure states <i>'the vacancy will either be advertised in line with the CCG's recruitment policy, or, a request will be made directly to the relevant department if the secondment requires specialist skills or knowledge'</i> . In accordance with the recruitment policy, it is expected that employees will have equal opportunity to apply for secondments and potential discrimination will be monitored under that policy. In addition it is noted that 'any secondment opportunity that exceeds 6 months must be advertised in line with the recruitment and selection policy'
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above
Sexual Orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above
Disabled People	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The policy does not specifically mention disabled staff – see full assessment
Gender	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Para 1.12 of the secondment procedure states <i>'the vacancy will either be advertised in line with the CCG's recruitment policy, or, a request will be made directly to the relevant department if the secondment requires specialist skills or knowledge'</i> . In accordance with the recruitment policy, it is expected that employees will have equal opportunity to apply for secondments and potential discrimination will be monitored under that policy. In addition it is noted

					that 'any secondment opportunity that exceeds 6 months must be advertised in line with the recruitment and selection policy'
Transgender People	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above
Pregnancy and Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above
Marital Status	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above
Religion and Belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above
Reasoning	Whilst no positive or negative impact is identified, it will be necessary to ensure fair recruitment processes are followed and monitored in accordance with the recruitment policy. (see action plan)				
If there is no positive or negative impact on any of the Nine Protected Characteristics go to Section 7					

1. Equality Impact Analysis: Local Profile Data

Local Profile/Demography of the Groups affected (population figures) updated January 2014

General	Total number of employees in the CCG is 94
Age	63.84% of staff are aged 30-55 14.89% of staff employed are under 30 63.84% of staff are aged 30-55 21.27% of staff are over 55
Race	87.24% of staff employed in the CCG declared themselves White 9.58% of staff are not stated/undefined 1.06% of staff declared themselves Black 1.06% of staff declared themselves Mixed 1.06% of staff declared themselves Other
Sex	79.79% of staff employed are female 20.21% of staff employed are male
Gender reassignment	No information
Disability	82.98% of staff employed declared themselves as having no disability 17.02% of staff did not declare /undefined 0% of staff declared a disability
Sexual Orientation	65.96% of staff described themselves as heterosexual 32.98% did not wish to respond /undefined 1.06% described themselves as bisexual
Religion, faith and belief	Christianity is the largest religious group declared by staff in the CCG (55.32%) 34.05% were undefined or did not wish to declare 10.63% of staff declared other faith or religious beliefs
Marriage and civil partnership	62.77% of employees are married. 1.06% of employees are in a civil partnership
Pregnancy and maternity	No information yet as the CCG has not been established long enough to build meaningful data

2. Equality Impact Analysis: Equality Data Available

<p>Is any Equality Data available relating to the use or implementation of this policy, project or function?</p> <p>Equality data is internal or external information that may indicate how the activity being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as '<i>Equality Groups</i>'.</p> <p>Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> 1. Application success rates <i>Equality Groups</i> 2. Complaints by <i>Equality Groups</i> 3. Service usage and withdrawal of services by <i>Equality Groups</i> 4. Grievances or decisions upheld and dismissed by <i>Equality Groups</i> 5. <i>Previous EIAs</i> 	<p>Yes <input checked="" type="checkbox"/></p> <p>Employee data</p> <p>No <input type="checkbox"/></p> <p>Where you have answered yes, please incorporate this data when performing the <i>Equality Impact Assessment Test</i> (the next section of this document).</p>
<p>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</p>	<p>Consultation has taken place nationally and locally with Trade Unions</p>
<p>Promoting Inclusivity How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation</p>	<p>This Policy does not directly promote inclusivity, but provides a framework for all staff to take up secondment opportunities</p>

3. Equality Impact Analysis: 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 *The Equality Act 2010* ?

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			See screening
Race (All Racial Groups)	x			See screening
Disability (Mental and Physical)			*	The policy does not specifically mention disabled staff. Where a seconded employee with a disability returns to the CCG, they will return to a ' <i>broadly similar function</i> '. 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) Whilst no employees are currently recorded as having a disability, the CCG recognises in producing policies it should take account of circumstances where staff with disabilities may be appointed.
Religion or Belief	x			See screening
Sexual Orientation (Heterosexual, Homosexual and Bisexual)	x			See screening

What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification where a <i>Genuine Determining Reason</i> exists
Pregnancy and Maternity	x			See screening
Transgender	x			See screening

Marital Status	x			See screening
Age	x			See screening

4. Action Planning

As a result of performing this 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 Actions:	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	Line Manager/HR Lead	As this arises	Ongoing

5. Equality Impact Analysis Findings

Analysis Rating:	<input type="checkbox"/> Red	<input type="checkbox"/> Red/Amber	<input checked="" type="checkbox"/> Amber	<input type="checkbox"/> Green
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		Actions	Wording for Policy / Project / Function
<p>Red</p> <p>Stop and remove the policy</p>	<p>Red: As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. It is recommended that the use of the policy be suspended until further work or analysis is performed.</p>	<p>Remove the policy</p> <p>Complete the action plan above to identify the areas of discrimination and the work or actions which needs to be carried out to minimise the risk of discrimination.</p>	<p>No wording needed as policy is being removed</p>
<p>Red Amber</p> <p>Continue the policy</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. However, a genuine determining reason may exist that could legitimise or justify the use of this policy and further professional advice should be taken.</p>	<p>The policy can be published with the EIA</p> <p>List the justification of the discrimination and source the evidence (i.e. clinical need as advised by NICE).</p> <p>Consider if there are any potential actions which would reduce the risk of discrimination.</p> <p>Another EIA must be completed if the policy is changed, reviewed or if further discrimination is identified at a later date.</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. However, a genuine determining reason exists which justifies the use of this policy and further professional advice.</p> <p><i>[Insert what the discrimination is and the justification of the discrimination plus any actions which could help what reduce the risk]</i></p>

Equality Impact Findings (continued):

		Actions	Wording for Policy / Project / Function
<p>Amber</p> <p>Adjust the Policy</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p>	<p>The policy can be published with the EIA</p> <p>The policy can still be published but the Action Plan must be monitored to ensure that work is being carried out to remove or reduce the discrimination.</p> <p>Any changes identified and made to the service/policy/ strategy etc. should be included in the policy.</p> <p>Another EIA must be completed if the policy is changed, reviewed or if further discrimination is identified at a later date.</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p> <p><i>[Insert what the discrimination is and what work will be carried out to reduce/eliminate the risk]</i></p>
<p>Green</p> <p>No major change</p>	<p>As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>	<p>The policy can be published with the EIA</p> <p>Another EIA must be completed if the policy is changed, reviewed or if any discrimination is identified at a later date</p>	<p>As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>

Brief Summary/Further comments	As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.
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Approved By		
Job Title:	Name:	Date:
Chief Officer	Simon Cox	29.07.14

Appendix 2: Sustainability Impact Assessment

SUSTAINABILITY IMPACT ASSESSMENT

Staff preparing a policy, Governing Body (or Sub-Committee) report, service development or project are required to complete a Sustainability Impact Assessment (SIA). The purpose of this SIA is to record any positive or negative impacts that this is likely to have on sustainability.

Title of the document	Secondment Policy
What is the main purpose of the document	The purpose of this policy is to provide a framework for managing internal and external secondments
Date completed	16/07/2014
Completed by	CSU Workforce

Domain	Objectives	Impact of activity Negative = -1 Neutral = 0 Positive = 1 Unknown = ? Not applicable = n/a	Brief description of impact	If negative, how can it be mitigated? If positive, how can it be enhanced?
Travel	Will it provide / improve / promote alternatives to car based transport? Will it support more efficient use of cars (car sharing, low emission vehicles, environmentally friendly fuels and technologies)? Will it reduce 'care miles' (telecare, care closer) to home? Will it promote active travel (cycling, walking)? Will it improve access to opportunities and facilities for all groups?	N/A		

Procurement	<p>Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery?</p> <p>Will it stimulate innovation among providers of services related to the delivery of the organisations' social, economic and environmental objectives?</p> <p>Will it promote ethical purchasing of goods or services?</p> <p>Will it promote greater efficiency of resource use?</p> <p>Will it obtain maximum value from pharmaceuticals and technologies (medicines management, prescribing, and supply chain)?</p> <p>Will it support local or regional supply chains?</p> <p>Will it promote access to local services (care closer to home)?</p> <p>Will it make current activities more efficient or alter service delivery models?</p>	N/A		
Facilities Management	<p>Will it reduce the amount of waste produced or increase the amount of waste recycled?</p> <p>Will it reduce water consumption?</p>	N/A		
Workforce	<p>Will it provide employment opportunities for local people?</p> <p>Will it promote or support equal employment opportunities?</p> <p><u>Will it promote healthy working lives (including health and safety at work, work-life/home-life balance and family friendly policies)?</u></p> <p>Will it offer employment opportunities to disadvantaged groups?</p>	N/A		
Community Engagement	<p>Will it promote health and sustainable development?</p> <p>Have you sought the views of our communities in relation to the impact on sustainable development for this activity?</p>	N/A		

Buildings	<p>Will it improve the resource efficiency of new or refurbished buildings (water, energy, density, use of existing buildings, designing for a longer lifespan)?</p> <p>Will it increase safety and security in new buildings and developments?</p> <p>Will it reduce greenhouse gas emissions from transport (choice of mode of transport, reducing need to travel)?</p> <p>Will it provide sympathetic and appropriate landscaping around new development?</p> <p>Will it improve access to the built environment?</p>	N/A		
Adaptation to Climate Change	<p>Will it support the plan for the likely effects of climate change (e.g. identifying vulnerable groups; contingency planning for flood, heat wave and other weather extremes)?</p>	N/A		
Models of Care	<p>Will it minimising 'care miles' making better use of new technologies such as telecare and telehealth, delivering care in settings closer to people's homes?</p> <p>Will it promote prevention and self-management?</p> <p>Will it provide evidence-based, personalised care that achieves the best possible outcomes with the resources available?</p> <p>Will it deliver integrated care, that co-ordinate different elements of care more effectively and remove duplication and redundancy from care pathways?</p>	N/A		