

# Secondment Policy

## January 2018

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	Relevant	Screening	Full / Completed	Outcome
Equality Impact Assessment	Yes	Yes	N/A	Amber
Sustainability Impact Assessment	Yes		N/A	No Issues Identified
Privacy Impact Assessment	Yes	Yes	No	No Issues Identified
Bribery Checklist	Yes		Yes	No Issues Identified
Target Audience:	All CCG Staff			
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Publication/Distribution	Website	Email Staff		Others (i.e. SBC)
	Yes	Yes		Yes

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 Internet
DRAFT	SRCCG	Draft policy for CCG	SMT April 2014	
DRAFT	SRCCG	Draft policy for CCG	JTUPF June 2014	June 2014
V2	SRCCG	Additional definitions added		
V2	SRCCG	Clarity added regarding regularity of performance reviews and secondment agreements		
V2	SRCCG	Identifying the role of the eMBED HR team		
V2	SRCCG	Addition of an application form		
V2	SRCCG	Expectation that employer will retain any equipment provided to the employee when a secondment is accepted		
V2	SRCCG	Identified a need for monthly communications with the employee host organisation and employer		
V2	SRCCG	Handover to be agreed with line manager and employee prior to secondment and return to substantive post		
V2	SRCCG	Highlighted that employees will be consulted with regarding any proposed changes to substantive post during secondment		

# Approval Record

Applicable Y/N	Committee / Group	Consultation / Ratification	Date taken to group	Date last Approved
	Governing Body	Ratification		
	Council of Clinical Representatives	Ratification		
Yes	SMT	Ratification	March 18	
	Remuneration Committee	Ratification		
	Audit and Governance Committee	Ratification		
	Finance and Contracting Committee	Ratification		
	Business Committee	Ratification		
	Communications and Engagement Committee	Ratification		
	Other	Ratification		
Yes	All Employees	Consultation	Dec 17	Jan 17
	Public	Consultation		
Yes	Yorkshire and Humber Social Partnership Forum	Consultation	Feb 18	

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## **1 INTRODUCTION**

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.

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**

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

## **3 IMPACT ANALYSES**

### **3.1 Equality**

In developing this policy, an Equality Impact Analysis (EIA) has been undertaken and the results are published with this policy on the CCG website. 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 Action Planning section of this document.

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.

### **3.2 Sustainability**

The policy has been assessed against the CCG's sustainability themes using a sustainable impact assessment (SIA) and there is no anticipated detrimental impact. The results of the SIA are published with the policy on the CCG website.

### **3.3 Bribery Act 2010**

The Bribery Act 2010 makes it a criminal offence to bribe or be bribed by another person by offering or requesting a financial or other advantage as a reward or incentive to perform a relevant function or activity improperly performed.

The penalties for any breaches of the Act are potentially severe. There is no upper limit on the level of fines that can be imposed and an individual convicted of an offence can face a prison sentence of up to 10 years.

The Bribery Act is particularly relevant to this policy. 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

- All employees of the CCG
- CCG Governing Body
- Contracted third parties (including eMBED and agency staff)
- Students and trainees
- Staff on secondment and other staff on placement with the CCG

## 5 POLICY PURPOSE AND AIMS

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.

## 6 DEFINITIONS

*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.

#### Additional Definitions

- *Seconded* – the person who is undertaking the secondment
- *Host* – the organisation or service to which employee is seconded to
- *Employer* – refers to the substantive employer of the secondee

## 7 ROLES, RESPONSIBILITIES AND DUTIES

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 secondee's objectives are for the duration of the secondment.
- Conducting performance reviews of secondees in a post. The regularity of these reviews must be agreed with the secondee at the commencement of the secondment with the initial review being held no more than 4 weeks' into the secondment term.
- Ensuring appropriate records are kept in relation to this policy.
- Working with the eMBED HR Team to facilitate the production of a secondment agreement where a substantive employee has been successful in securing a secondment, ensuring that regular contact is maintained with their substantive employees on secondment in addition to their continued inclusion on appropriate circulation lists.

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

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.

The eMBED HR Team are responsible for;

- Facilitating the production of a secondment agreement where the secondee is substantively employed by the CCG

- Assisting in the provision of details for, and providing advice in relation to secondment agreements produced by the employer organisation

## **8 IMPLEMENTATION**

This policy will be published on the CCG website and all staff will be made aware of its publication through communications and team meetings.

Any deliberate 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 AND AWARENESS**

A copy of the policy will be available on the CCG intranet. Guidance and support will be provided to all Line Managers, by the eMBED HR 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 AND AUDIT**

Records will be kept by the eMBED HR 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**

The policy and procedure will be reviewed at least every four years by the CCG in conjunction with managers, and Trade Union representatives if appropriate, with changes made as required and the outcome published. Where review is necessary due to legislative change, this will happen immediately.

The Senior Management Team has delegated responsibility for monitoring and reviewing the policy and will report any concerns to the Governing Body.

## **12 REFERENCES AND ASSOCIATED DOCUMENTATION**

For further information please refer to the following reference sources

- NHS Agenda for Change Terms and Conditions of Employment
- Recruitment and Selection policy
- Secondment Procedure
- Secondment Agreement.

## **13 APPENDICES**

Appendix One – Secondment Procedure

Appendix Two - Application for Secondment Opportunity

Appendix Two – Equality Impact Assessment

Appendix Three – Sustainability Impact Assessment

## **14 APPENDIX ONE - SECONDMENT PROCEDURE**

### **14.1 Identifying Secondments**

#### ***14.1.1 Requesting and organisation of Internal Secondments within the CCG***

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.

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.

Requests by an employee to take on a secondment opportunity must be recorded using the application form at Appendix 1. 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 and must be documented using Appendix 1.

#### ***14.1.2 Requesting and organisation of Externally Sourced Secondments***

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.

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.

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.

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.

#### **14.1.3 Requests for CCG staff to undertake secondments in external organisations**

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.

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.

In circumstances where an employee takes a secondment with an external organisation it is expected that the employer would retain all equipment provided unless specifically agreed with their line manager.

## **14.2 Administration**

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.

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.

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.

Staff who enter into secondment agreements will be asked to sign a secondment agreement outlining the terms and parameters of the secondment.

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.

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.

### **14.3 Terms and Conditions**

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.

Employees on secondment with an external organisation will retain all of their continuity of service rights with the Organisation

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.

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.

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.

### **14.4 Communication**

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.

Any secondee should be kept informed of and consulted about any organisational change that takes place during their period of secondment.

### **14.5 Termination or Extension of Secondment**

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.

The secondment may be terminated by either party in writing with the appropriate or previously agreed notice period.

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.

## **14.6 Secondment resulting in Permanent Appointment**

Where a full recruitment process was carried out for the secondment, the individual may be offered the post should it become permanent.

If a full recruitment process was not followed then a recruitment and selection process will need to be carried out.

## **14.7 Appeal**

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

## 15 APPENDIX TWO – APPLICATION FOR SECONDMENT OPPORTUNITY

### How to use this application form

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.

Line manager will confirm whether or not they support the secondment, recording their decision and rationale within section two of this form.

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.

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.

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

<b>Part A: Employee details</b>
Name:
Job Title:
Band:

<b>Part B: Secondment details</b>
Organisation:
Job Title:
Band:

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

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

Describe any adverse impacts that your secondment may have on the CCG/ 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**

<b>Part A: Line manager details</b>	
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:

# Equality Impact Assessment Strategy Policies

## General Information

<b>Policy:</b>	Secondment Policy
<b>Date of Analysis:</b>	November 2017 (reviewed)
<b>Policy Lead: (Name, job title and department)</b>	Workforce Services
<b>What are the aims and intended effects of this policy?</b>	<p>The purpose of this policy is to provide a framework for managing internal and external secondments.</p> <p>This policy will ensure that Secondment requests will be considered in line with business needs and decisions are made on this basis.</p>
<b>Are there any significant changes to previous policy likely to have an impact on staff, patients or other stakeholder groups?</b>	No
<b>Please list any other policies that are related to or referred to as part of this analysis</b>	<ul style="list-style-type: none"> <li>• NHS Agenda for Change Terms and Conditions of Employment</li> <li>• Recruitment and Selection policy</li> <li>• Grievance Procedure</li> <li>• Disciplinary Procedure</li> </ul>
<b>Who is likely to be affected by this policy?</b>	General Public
	Service Users
	Staff
<b>What engagement / consultation has been done, or is planned for this policy and the equality impact assessment?</b>	<ul style="list-style-type: none"> <li>• SocialJoint Trade Union Partnership Forum/Policy Development Group</li> <li>• SRCCG staff via team meetings/team brief/internet</li> </ul>
<p><b>Promoting Inclusivity and NHS Scarborough and Ryedale CCG's Equality Objectives.</b></p> <p>How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation?</p> <p>How does the policy promote our equality objectives</p>	<p>This Policy does not directly promote inclusivity, but provides a framework for all staff to take up secondment opportunities</p>

# Equality Data

<b>General</b>	Total number of employees in the CCG is 87
<b>Age</b>	74.71% of staff are aged 31-55 11.5% of staff employed are under 30 13.79% of staff are over 55
<b>Gender</b>	87.36% of staff employed in the CCG declared themselves White 10.34% of staff are not stated/undefined 2.30% of staff declared themselves Mixed 1.06% of staff declared themselves Other
<b>Race / Nationality</b>	81.61% of staff employed are female 18.39% of staff employed are male
<b>Disability</b>	No information
<b>Sexual Orientation</b>	75.86% of staff employed declared themselves as having no disability 22.99% of staff did not declare /undefined 1.15% of staff declared a disability
<b>Gender Reassignment</b>	63.22% of staff described themselves as heterosexual 35.63% did not wish to respond /undefined 1.15% described themselves as gay
<b>Religion / Belief</b>	Christianity is the largest religious group declared by staff in the CCG 42.53% 8.05% of staff declared themselves as athiest 35.63% were undefined or did not wish to declare 13.79% of staff declared other faith or religious beliefs
<b>Pregnancy and Maternity</b>	58.62% of employees are married. 24.14% of employees are single 6.90% of employees are divorced 1.15% of employees are in a civil partnership
<b>Marriage and civil partnership</b>	No information yet as the CCG has not been established long enough to build meaningful data

# Assessing Impact

Is this policy (or the implementation of this policy) likely to have a particular impact on any of the protected characteristic groups?

(Based on analysis of the data / insights gathered through engagement, or your knowledge of the substance of this policy)

Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and, if applicable, justification where a <i>Genuine Determining Reason</i> <sup>1</sup> exists (see footnote below – seek further advice in this case)
Gender	X			
Age	X			
Race / ethnicity / nationality	X			
Disability			X	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). The CCG recognises in producing policies it should take account of circumstances where staff with disabilities may be appointed.
Religion or Belief	X			
Sexual Orientation	X			
Pregnancy and Maternity	X			
Transgender / Gender reassignment	X			
Marriage or civil partnership	X			

What measures have been put in place to mitigate any potential impact?

1. <sup>1</sup> The action is proportionate to the legitimate aims of the organisation (please seek further advice)

## Action Planning:

**As a result of performing this analysis, what actions are proposed to remove or reduce any risks of adverse impact or strengthen the promotion of equality?**

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

## Sign-off

**All EIAs must be signed off by a member of SMT**

**I agree with this assessment / action plan**

**Signed off by (Name/Job Title)**

**Signed: Sally Brown**

**Date: January 2017**

# SUSTAINABILITY IMPACT ASSESSMENT

### Instructions

Sustainability is one of the CCG's key priorities and consequently the CCG has made a corporate commitment to address the environmental effects of its activities across all service areas. The purpose of the Sustainability Impact Assessment is to record any positive or negative impacts that a Policy / Board Report / Committee Report / Service Plan / Project is likely to have on each of the CCG's sustainability themes. The Sustainability Impact Assessment enables any relevant impacts to be identified and potentially managed.

The Sustainability Impact Assessment is based on assessing the impact of the activity against a series of criteria covering environmental sustainability issues. It would be most desirable for activities to score positively in as many areas as possible, although it is likely that some areas will score positively against some themes, and negatively against others.

### Using the Sustainability Impact Assessment template

To complete the Sustainability Impact Assessment template, you should consider whether the Policy / Board Report / Committee Report / Service Plan / Project will have a positive or negative impact on each of the themes by placing a mark in the appropriate column. When you think there is likely to be an impact, please provide some annotations regarding the nature of the impact, and any actions that will be taken to address that impact. Users should note that not every theme will be relevant. Where this is the case the 'No Specific Impact' column should be marked. Users should also consider the following tips:

1. Make relative not absolute judgements (e.g. a new energy efficient service would score positively even if it consumes more energy than if no service were provided).
2. Be aware that small positive changes could be outweighed by negative ones (e.g. new energy efficient lighting in the short term may outweigh the benefits of maintaining current lighting).
3. If there are both positive and negative impacts, these need to be recorded in order to give a balanced view. Be objective and unbiased.
4. Concentrate on the most key significant issues - there is the potential to consider the appraisal in a very detailed way. This should be avoided at this stage.
5. Judge a proposal over its whole lifespan and remember that some impacts may change over different timescales.

If you require assistance in completing the Sustainability Impact Assessment please contact the Corporate Services Team

Domain	Review questions	Assessment of Impact 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?
<b>Models of Care</b>	Will it minimise 'care miles' making better use of new technologies such as telecare and telehealth, delivering care in settings closer to people's homes? Will it create incentives to promote prevention, healthy behaviours, mental wellbeing, living independently and self-management? Will it provide evidence-based, personalised care that achieves the best possible health and well-being outcomes with the resources available? Will it reduce avoidable hospital admissions or permanent admissions to residential care or nursing homes? Will it pay for services based on health outcomes rather than activity for example through personal budgets? Will it deliver integrated care, that co-ordinate different elements of care more effectively and remove duplication and redundancy from care pathways? More info: <a href="http://www.sduhealth.org.uk/areas-of-focus/clinical-and-care-models.aspx">http://www.sduhealth.org.uk/areas-of-focus/clinical-and-care-models.aspx</a>	n/a		n/a
<b>Travel</b>	Will it reduce 'care miles' (telecare, care closer) to home? Will it reduce repeat appointments? Will it provide / improve / promote alternatives to car based transport (e.g. public transport, walking and cycling)? Will it support more efficient use of cars (car sharing, low emission vehicles, community transport, environmentally friendly fuels and technologies)? Will it improve access to services and facilities for vulnerable or disadvantaged groups or individuals? More info: <a href="http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/travel.aspx">http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/travel.aspx</a>	n/a		n/a

<b>Facilities Management</b>	<p>Will it reduce the amount of waste produced or increase the amount of waste recycled?  More info: <a href="http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/waste.aspx">http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/waste.aspx</a></p> <p>Will it reduce water consumption?</p> <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 improve green space and access to green space?  More info: <a href="http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/energy.aspx">http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/energy.aspx</a></p>	n/a		
<b>Adaptation to Climate Change</b>	<p>Will it support mitigation of the likely effects of climate change (e.g. identifying proactive and community support for vulnerable groups; contingency planning for flood, heatwave and other weather extremes)?  More info: <a href="http://www.sduhealth.org.uk/areas-of-focus/community-resilience/community-resilience-copy.aspx">http://www.sduhealth.org.uk/areas-of-focus/community-resilience/community-resilience-copy.aspx</a></p>	n/a		
<b>Procurement</b>	<p>Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery in line with the <a href="#">Public Services (Social Value) Act 2012</a>?</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 reduce waste, environmental hazards and toxic materials for example by reducing PVC, antibiotic use, air pollution, noise, mining and deforestation?</p> <p>Will it reduce use of natural resources such as raw materials, embedded water, and energy to promote a <a href="#">circular economy</a>?</p> <p>Will it support the local economy through local suppliers, SMEs or engage with third sector or community groups?</p> <p>Will it <a href="#">promote ethical purchasing of goods or services</a> e.g. increasing transparency of modern slavery in the supply chain globally?  More info: <a href="http://www.sduhealth.org.uk/areas-of-focus/commissioning-and-procurement/procurement.aspx">http://www.sduhealth.org.uk/areas-of-focus/commissioning-and-procurement/procurement.aspx</a></p>	n/a		
<b>Workforce</b>	<p>Will it provide employment opportunities for local people?</p> <p>Will it promote or support equal employment opportunities?</p> <p>Will it promote healthy working lives (including health and safety at work, work-life/home-life balance and family friendly policies)?</p> <p>Will it offer employment opportunities to disadvantaged groups and pay above living wage?  More info: <a href="http://www.sduhealth.org.uk/areas-of-focus/social-value.aspx">http://www.sduhealth.org.uk/areas-of-focus/social-value.aspx</a></p>	n/a		

<b>Community Engagement</b>	<p>Will it promote health, increase community resilience, social cohesion, reduce social isolation and support sustainable development?  Will it <a href="#">reduce inequalities in health</a> and access to services?  Will it increase participation including patients, the public, health professionals and elected officials to contribute to decision making?  Have you sought the views of our communities in relation to the impact on sustainable development for this activity?  Will it increase peer-support mechanisms?  More info: <a href="http://www.sduhealth.org.uk/areas-of-focus/community-resilience.aspx">http://www.sduhealth.org.uk/areas-of-focus/community-resilience.aspx</a></p>	<p>n/a</p>		
<b>Estimated carbon benefit</b>	<p>What is the estimated carbon benefit (in terms of tCO<sub>2</sub>e) from the implementation of this project? As opposed to the current business as usual position. Speak with your sustainability manager and see the following guidance:  More info: <a href="http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/pharmaceuticals/cspm/sustainable-care-pathways-guidance.aspx">http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/pharmaceuticals/cspm/sustainable-care-pathways-guidance.aspx</a></p>	<p>n/a</p>		

## 18 APPENDIX FIVE – PRIVACY IMPACT ASSESSMENT

# Privacy Impact Assessment (PIA)

### Screening Questions

The below screening questions should be used to inform whether a PIA is necessary. This is not an exhaustive list therefore in the event of uncertainty completion of a PIA is recommended.

Please contact the Corporate Services Team of IG Manager (eMBED) if you need any assistance

<b>Project title</b>	<b>Secondment Policy</b>
<b>Brief description</b>	The purpose of this policy is to provide a framework for managing internal and external secondments.

### *Screening completed by*

<b>Name</b>	Emma Parker
<b>Title</b>	Corporate Services Manager
<b>Department</b>	Corporate Services
<b>Telephone</b>	01723 343691
<b>Email</b>	<a href="mailto:Emma.parker6@nhs.net">Emma.parker6@nhs.net</a>
<b>Review date</b>	January 17

Marking any of these questions is an indication that a PIA is required:

<b>Screening Questions</b>		<b>Tick</b>
1	Will the project involve the collection of identifiable or potentially identifiable information about individuals?	<input type="checkbox"/>
2	Will the project compel individuals to provide information about themselves? i.e. where they will have little awareness or choice.	<input type="checkbox"/>
3	Will identifiable information about individuals be shared with other organisations or people who have not previously had routine access to the information?	<input type="checkbox"/>
4	Are you using information about individuals for a purpose it is not currently used for or in a new way? i.e. using data collected to provide care for an evaluation of service development.	<input type="checkbox"/>
5	Where information about individuals is being used, would this be likely to raise privacy concerns or expectations? i.e. will it include health records, criminal records or other information that people would consider to be sensitive and private.	<input type="checkbox"/>
6	Will the project require you to contact individuals in ways which they may find intrusive? i.e. telephoning or emailing them without their prior consent.	<input type="checkbox"/>
7	Will the project result in you making decisions in ways which can have a significant impact on individuals? i.e. will it affect the care a person receives.	<input type="checkbox"/>
8	Does the project involve you using new technology which might be perceived as being privacy intrusive? i.e. using biometrics, facial recognition or automated decision making.	<input type="checkbox"/>

*Please retain a copy of this questionnaire within your project documentation.*

***If you have ticked any of the questions above – please complete a full Privacy Impact Assessment –  
 The most up to date version of the form is available on the CCG website at:***

<http://www.scarboroughryedaleccg.nhs.uk/publications/policies-2/>