



Secondment and Development Opportunities Policy

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POL089 – Secondment and Development Opportunities Policy

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Dissemination requirements	All Trust employees by intranet
Part of Trust’s publication scheme	Yes

The East of England Ambulance Service NHS Trust (EEAST) has made every effort to ensure this policy does not have the effect of unlawful discrimination on the grounds of the protected characteristics of age, disability, gender reassignment, race, religion/belief, gender, sexual orientation, marriage/civil partnership, pregnancy/maternity. The Trust will not tolerate unfair discrimination on the basis of spent criminal convictions, Trade Union membership or non-membership. In addition, the Trust will have due regard to advancing equality of opportunity between people from different groups and foster good relations between people from different groups.

All Trust policies can be provided in alternative formats.

Contents

Paragraph		Page
1.	Introduction	4
2.	Purpose	4
3.	Scope	4
4.	Duties	5
5.	Definitions	6
6.	Acting up	7
7.	Development opportunities	7
8.	Secondments	10
9.	External secondments	14
10.	External secondees into EEAST	15
11.	Annual leave	17
12.	Executive Director interim arrangements	18
13.	Policy review	18
Appendices		
Appendix A	Equality Impact Assessment	19
Appendix B	Monitoring Table	23

1. Introduction

- 1.1 Development opportunities and secondments are a way of encouraging employee development and growth, allowing them to gain skills and knowledge that may not necessarily be available within their usual role, department or EEAST.
- 1.2 EEAST also recognises that development opportunities and secondments are valuable for organisational learning, addressing a short-term need to cover a post, and can help to retain and optimise experienced employees that will be of mutual benefit.

2. Purpose

- 2.1 The purpose of this policy is to provide guidance, to promote best practice, and to ensure that the process for development opportunities and secondments is managed effectively and consistently.
- 2.2 This policy will be applied equally and fairly to all applicants, and opportunities will not be refused unreasonably. However, there may be service or operational requirements that could lead to a request being declined or delayed. In these situations, the manager will take HR advice prior to making any final decisions.
- 2.3 Where a request is refused, for operational or other reasons, an application can be resubmitted if the opportunity is available at another time.

3. Scope

- 3.1 This policy applies to all EEAST employees.
- 3.2 Casual Workers (bank) and Agency Workers who have worked for EEAST for 12 weeks or more at the time of applying for a secondment, if successful will be onboarded through a fixed term contract subject to the required NHS

POL089 – Secondment and Development Opportunities Policy

Recruitment Checks Standards as outlined within the Recruitment and Selection Policy.

4. Duties

4.1 **Managers** are responsible for:

- ensuring they are familiar with this policy and applying it fairly and consistently,
- ensuring that development and secondment opportunities are in line with EEAST objectives in addition to individual development goals,
- identifying opportunities for secondment and updating Trac to recruit to all development and secondment opportunities in line with this policy,
- taking advice from the recruitment team as necessary,
- keeping in touch with their employees who are on development opportunities or secondment outside of their normal area of work.

4.2 **Employees** are responsible for:

- updating their manager at an early stage if they are applying or considering applying for a development opportunity or secondment,
- assisting their manager with a smooth transition where a development opportunity or secondment is agreed to ensure that the business is not disrupted,
- contributing to organisational learning upon return from a development opportunity or secondment,
- keeping in touch with their substantive line manager during their development opportunity or secondment.

4.3 **The Recruitment Team** is responsible for:

- coordinating the process on Trac for development / secondment opportunities,

POL089 – Secondment and Development Opportunities Policy

- coordinating any paperwork, including HR2a completion and processing.

4.4 **Managers, HR and trade union representatives** are responsible for providing advice and guidance to employees on the application of this policy and procedure.

5. Definitions (for the purposes of this policy)

Definition	
Acting up	Acting up refers to a situation where an employee assumes the full duties and responsibilities of another employee at a higher grade for a limited time (not including deputising), up to a maximum period of 4 weeks with no ability to extend.
Development opportunity	A development opportunity is a mutually agreed short-term temporary movement to a post, up to a maximum period of 12 weeks with no ability to extend.
Secondment	A secondment is the temporary movement of an employee from their substantive role to another role within EEAST which exceeds 12 weeks duration (excluding temporary redeployment or return to work duties and circumstances in 2.1).
External Secondment	An external secondment is the temporary movement of an employee from their substantive role within EEAST to another role with an external organisation.

6. Acting up

- 6.1 A period of paid acting up is to cover either unexpected or planned absence, which would have a negative impact on service delivery and patient care if not filled. Acting up will only be eligible for approved roles within the Emergency Operations Centre (EOC), and Emergency Operations (EO) where these are not covered by a talent pool. Line managers can refer to the Recruitment Team for relevant roles. Managers must complete an HR2a Form for every period of paid acting up.

Acting up will not be relevant to EO roles where unexpected or planned absences can be covered by the 'talent pool'.

- 6.2 Acting up can be used for a single day/night shift, or a number of consecutive shifts to cover annual leave (up to a maximum of 4 weeks).
- 6.3 If acting up is required for a role that is not within the approved EOC and EO roles at Section 6.1, the details of the acting up role must be included on a Trac vacancy and submitted for approval through the vacancy panel for an HR2a Form to be processed.
- 6.4 Where cover is required for an unexpected absence that will be for a period of 12 weeks or more, an acting up request may be considered as an interim measure whilst the Trac vacancy for a secondment or development opportunity is raised and filled. The 'acting up' period would be for a maximum of up to 4 weeks in line with Section 6.2 and can only be extended in exceptional circumstances with the approval of the vacancy panel.

7. Development opportunities

- 7.1 A development opportunity is a temporary movement to a post up to a maximum period of 12 weeks with no ability to extend.

7.2 Development opportunities can be used to learn new skills that could be of benefit to EEAST or can be a temporary promotion to allow staff to gain experience of a more senior position.

7.3 Employees must inform their current line manager at an early stage if they are applying or considering applying for a development opportunity.

7.4 **Recruitment process**

- managers must raise a Trac vacancy for all development opportunities, and this will go out through Trac as an expression of interest and follow a normal recruitment process i.e., interview.
- where a post requires an assessment centre a truncated/shortened recruitment process of just an interview can be undertaken for development opportunities.
- adverts can be restricted to applications from a specified team or department (closed adverts) but must go through a fair recruitment process. This must include appropriate documentation, and selection relevant to the role.
- applicants will not be subject to NHS Employment checks unless the role requires a DBS check, and the successful candidate has not previously been checked at the level required.
- the recruiting manager must forward all interview notes and appropriate documentation to the Recruitment Team,
- once the Recruitment Team have received the interview notes and made the necessary checks, the start date will be confirmed and HR2 raised.
- GRS will be updated when the HR2 is successfully processed by the HR Support Services Team.

POL089 – Secondment and Development Opportunities Policy

- 7.5 Within the NHS Agenda for Change (AFC) Terms and Conditions, there is the ability to agree additional payments (for example excess mileage) on an individual basis, to support employees where appropriate. Requests for additional payments will need approval through the Terms and Conditions Team with recommendation made by the recruiting manager.
- 7.6 The employee can choose to maintain the terms and conditions and salary associated with their substantive post or take up those of the new role, whichever is most beneficial to them.
- 7.7 If an employee chooses to maintain their current terms and conditions and is moving from a post that pays Section 2 unsocial hours (USH) enhancements to a post that does not attract USH, the Recruitment Team will raise the relevant HR2a Form to ensure that average enhancements continue to be paid during the period of the development opportunity.

Where an employee receives USH payments under Annex 5 in their substantive post, a development opportunity would not result in a move to Section 2.

- 7.8 The development opportunity line manager should meet with the employee prior to them commencing in role and following discussion with the employee's substantive line manager where appropriate, to:
- discuss and make arrangements for any pre-booked leave, e.g., annual leave, lieu time,
 - identify and set clear objectives to be reviewed at the end of the development opportunity,
 - make arrangements for any appraisal meeting due within the development opportunity period to ensure that they are able to access their pay step point without any detriment.

7.9 **Returning to substantive post**

- 7.9.1 The substantive line manager should meet with the employee to update them on any changes to their role during their development opportunity, arrange any appropriate training, and ensure that all appropriate support is provided.
- 7.9.2 The employee will be placed back in their substantive pay band at a point as if they have continued to progress incrementally, in accordance with AFC Terms and Conditions pay progression rules.
- 7.9.3 The local HR representative can be contacted for advice or support when development opportunities are due to come to an end.

8. **Secondments**

- 8.1 Where a manager identifies a secondment opportunity, consideration should be given to the secondment length (see Section 8.10), end date, any training required, and the skill set, or specialist knowledge required of employees undertaking the secondment
- 8.2 Any secondment must have an up-to-date Job Description and Person Specification that has been evaluated and banded through the Job Evaluation process.
- 8.3 Employees must inform their current line manager at an early stage if they are applying or considering applying for a secondment.
- 8.4 **Recruitment process**
- managers must raise a Trac vacancy for all secondment opportunities and recruit to them in line with the Recruitment and Selection Policy.
 - Where a post requires an assessment centre, a truncated/shortened recruitment process of just an

POL089 – Secondment and Development Opportunities Policy

interview can be undertaken for secondment opportunities.

- applicants will not be subject to NHS Employment checks unless the role requires a DBS check, and the successful candidate has not previously been checked at the level required.
- the recruiting manager must forward all interview notes and appropriate documentation to the Recruitment Team.
- once the Recruitment Team have received the interview notes and made the necessary checks, the start date will be confirmed and HR2a Form raised.
- GRS will be updated when the HR2 is successfully processed by the HR Support Services Team.

8.5 A successful candidate will not commence the secondment until the above process has been fully completed and a start date confirmed.

8.6 A secondee will be subject to the terms and conditions relevant to that post.

8.7 If a secondment results in a change of pay band, this will be in accordance with AFC Terms and Conditions (national and local).

8.8 If a secondment results in a change to USH, then the secondee will be paid the USH for the seconded role. No consideration will be made to maintaining USH relating to their substantive post.

Where an employee receives USH payments under Annex 5 in their substantive post, a secondment would not result in a move to receive Section 2 USH.

8.9 The secondee's line manager should meet with the secondee, prior to them commencing in role and following discussion with the secondee's substantive line manager where appropriate, to:

- discuss and make arrangements for any pre-booked leave, e.g., annual leave, lieu time,
- identify and set clear objectives to be reviewed at the end of the secondment,
- make arrangements for any appraisal meeting due within the seconded period to ensure that they are able to access their pay step point without any detriment.

8.10 Secondment timeframe

8.10.1 Secondments can be for any length of time, but they must have an end date. If a secondment duration is:

- **less than 12 months:** the secondee will be entitled to return to their substantive post and to the same rota line and location.
- **12 months or longer:** the secondee will be entitled to return to their substantive post, unless otherwise agreed. There will be no guarantee that the secondee will be able to return to their rota line or current base location. Their substantive line manager will give consideration to filling their rota line in their absence, however a budgeted vacancy will be held for their return at a base within their substantive role's locality. Where only one role exists, the substantive line manager will be required to hold the substantive post, only backfilling on a temporary basis in line with agreed secondment length.

8.11 Extending a secondment

8.11.1 If an extension to the secondment is required, the secondment manager must raise a Trac vacancy for authorisation and recruit to it in line with section 8.4.

8.11.2 The previous/current secondee will be required to apply in the same way as everyone else and will not automatically remain in the role for the extended period. If there are no

other applicants, then the previous/current secondees can be extended without undergoing a further recruitment process.

8.12 Reducing the timeframe or ceasing the secondment

8.12.1 In exceptional circumstances, a secondment can be shortened or ceased. Notice of this change should be given a minimum of 30 calendar days in advance, unless an earlier return date is mutually agreed between all parties concerned.

8.13 If a secondment position is made substantive

8.13.1 If a secondment position is made substantive, a Trac vacancy will be required for approval. The vacancy will initially be ringfenced to employees within the Redeployment Pool.

8.13.2 If no one is appointed from the Redeployment Pool and the current secondee has been covering that role continuously for 12 months or longer, and has been through the full recruitment and selection process (not a truncated/shortened process) applicable to a permanent appointment, they will be offered the secondment position as their substantive post.

8.13.3 For the purpose of determining pay progression, if a seconded employee becomes substantiated, their pay step date will be based on the date in which the secondment began. Where previous secondments have been undertaken in the same role with a break, the pay step date and salary may be considered on an individual basis to recognise previous experience in post. For previous periods to be considered, employees should request this through the Recruitment Team.

8.13.4 Not all secondment roles will be eligible to be offered substantively, these include:

- to specialist teams such as HART, HEMs, etc. which have existing pre-agreed arrangements,
- instances where the post is not fully funded by EEAST and/or within the budgeted establishment.

8.14 **Returning to substantive post**

8.14.1 The substantive line manager should meet with the employee to update them on any changes to their role during their secondment, arrange any appropriate training, and ensure that all appropriate support is provided.

8.14.2 On returning to their substantive post, the employee will be placed back in their substantive pay band at a point as if they have continued to progress incrementally, in accordance with AFC Terms and Conditions pay progression rules.

8.14.3 The local HR representative can be contacted for advice or support when secondments are due to come to an end.

9. **External secondments**

9.1 If an employee wishes to pursue a secondment opportunity with an external organisation, they should approach their line manager at the earliest opportunity.

9.2 If an external secondment is secured, a Secondment Agreement between EEAST and the external organisation will be raised. In these instances, the Secondment Agreement is normally raised by the external organisation (the Host).

9.3 **Secondment Agreement**

- Agreement must be reached on how the secondee's salary will be paid and which body will meet any additional expenses, e.g., travel and subsistence allowances,
- Finance, Recruitment Team and an HR representative must be included in discussions and have had oversight of the Secondment Agreement issued,
- The Secondment Agreement must be signed by a senior member of the People Services Directorate on behalf of EEAST,

POL089 – Secondment and Development Opportunities Policy

- Without the signed Secondment Agreement, the secondment will not be considered agreed.
- 9.4 The line manager must raise an HR2a Form so that the period of secondment is recorded on ESR. The HR2a Form must be signed by all parties and sent to HRPayrollForms@eastamb.nhs.uk to process with Payroll.
- 9.5 If EEAST are continuing to pay the employee's salary and they are changing banding and/or job title as part of the secondment, this will also need to be included on the HR2a Form so that correct monies can be paid. Additional monies will be cross charged back as part of the Secondment Agreement, as appropriate by the Finance Team.
- 9.6 Please note that Sections 8.5, 8.6 and 8.8 are also applicable to external secondments.
- 9.7 **Returning to substantive post**
- 9.7.1 On returning to their substantive post after an external secondment, the employee will be placed back in their substantive pay band at a point as if they have continued to progress incrementally, in accordance with AFC Terms and Conditions pay progression rules.
- 9.7.2 Their substantive line manager should meet with them to update them on any changes to their role during their secondment, arrange any appropriate training, and ensure that all appropriate support is provided.
- 9.7.3 The local HR representative can be contacted for advice or support when secondments are due to come to an end.

10. External secondees into EEAST

- 10.1 For individuals seconded into EEAST from another NHS organisation, the following process must be followed in order for the secondment agreement to be raised:

POL089 – Secondment and Development Opportunities Policy

- managers must raise a Trac vacancy, including the contact's name, details of address, contact number and email address of external employer for the secondee,
- the Line Manager must ensure the Finance, Recruitment Team and HR representative have been informed,
- The Recruitment Team will send out the 'Declaration of Employment NHS Standard Checks' to the Human Resources Team of the current employer, along with the Secondment Agreement. Both documents need to be signed and returned prior to the secondment starting.
- On receipt of signed Secondment Agreement and declaration, the Recruitment Team will confirm the start date.

10.2 The manager should contact IT through the IT help desk to arrange e-mail address and any IT equipment required.

10.3 The manager should meet with the external secondee, as soon as reasonably practicable once they commence in their role, to:

- discuss and make arrangements for any pre-booked leave, e.g., annual leave,
- identify and set clear objectives to be reviewed at the end of the secondment,
- make arrangements with the external organisation for any appraisal meeting due within the seconded period to ensure that they are able to access their pay step point without any detriment.

10.4 When the external secondment into EEAST comes to an end the manager will be responsible for ensuring all Trust property, e.g., IT equipment, ID cards, etc. is returned and IT access is removed.

11. Annual leave

11.1 Development opportunities and secondments

11.1.1 All employees on development opportunities or secondments within EEAST will continue to accrue annual leave entitlements and be able to request annual leave in line with the Annual Leave Policy.

11.2 External secondment

11.2.1 All annual leave accrued while on an external secondment must be requested and taken at the host organisation. This arrangement will be agreed with both the employee and the host organisation and confirmed at the point of agreeing the external secondment.

11.3 Part external secondment

11.3.1 If an EEAST employee is working part of their contracted hours with an external organisation and their remaining hours with EEAST, their annual leave entitlement will be accrued proportionally between both organisations. The employee must therefore request and take the pro rata annual leave accordingly at both organisations.

11.3.2 This arrangement will be agreed with both the employee and the host organisation and confirmed at the point of agreeing the part external secondment.

11.4 External secondments into EEAST

11.4.1 Where an individual is seconded into EEAST from an external organisation, their annual leave entitlements will be agreed with the individual and the external organisation as part of the Secondment Agreement, and prior to the commencement of the secondment.

12. Executive Director interim arrangements

- 12.1 It has been agreed by the Remuneration Committee (RemCom) that, where an Executive Director position requires interim cover, this will be arranged by referencing an approved list of individuals identified for succession planning.
- 12.2 Cover will be for an initial six-month period and would only be extended in exceptional circumstances.
- 12.3 The reasons for interim cover would usually be due to long-term sickness absence, an Executive Director leaving EEAST, an Executive Director undertaking an internal/external secondment, or whilst permanent recruitment to the position is completed (this list is not exhaustive).
- 12.4 The Head of Resourcing and Shared Services must be contacted on all occasions that this cover is required.

13. Policy review

- 13.1 This policy will be reviewed on a three-yearly basis or amended in the light of new employment legislation and/or relevant case law.

Appendix A

Equality Impact Assessment

EIA Cover Sheet		
Name of process/policy	Development Opportunities and Secondment Policy	
Is the process new or existing? If existing, state policy reference number	Existing (POL089)	
Person responsible for process/policy	HR	
Directorate and department/section	People Services	
Name of assessment lead or EIA assessment team members	EIA Panel	
Has consultation taken place? Was consultation internal or external? (please state below):	Internal consultation through HR Policy Subgroup members	
The assessment is being made on:	Guidelines	
	Written policy involving staff and patients	X
	Strategy	
	Changes in practice	
	Department changes	
	Project plan	X
	Action plan	
Other (please state)		

Equality Analysis																						
<p>What is the aim of the policy/procedure/practice/event? This policy is to provide guidance, to promote best practice, and to ensure that the process for development opportunities and secondments is managed effectively and consistently.</p>																						
<p>Who does the policy/procedure/practice/event impact on?</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 20%;">Race</td> <td style="width: 5%; text-align: center;"><input type="checkbox"/></td> <td style="width: 30%;">Religion/belief</td> <td style="width: 5%; text-align: center;"><input type="checkbox"/></td> <td style="width: 20%;">Marriage/Civil Partnership</td> <td style="width: 5%; text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Gender</td> <td style="text-align: center;"><input type="checkbox"/></td> <td>Disability</td> <td style="text-align: center;"><input type="checkbox"/></td> <td>Sexual orientation</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Age</td> <td style="text-align: center;"><input type="checkbox"/></td> <td>Gender re-assignment</td> <td style="text-align: center;"><input type="checkbox"/></td> <td>Pregnancy/maternity</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>					Race	<input type="checkbox"/>	Religion/belief	<input type="checkbox"/>	Marriage/Civil Partnership	<input type="checkbox"/>	Gender	<input type="checkbox"/>	Disability	<input type="checkbox"/>	Sexual orientation	<input type="checkbox"/>	Age	<input type="checkbox"/>	Gender re-assignment	<input type="checkbox"/>	Pregnancy/maternity	<input type="checkbox"/>
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<p>Who is responsible for monitoring the policy/procedure/practice/event? HR</p>																						
<p>What information is currently available on the impact of this policy/procedure/practice/event? GRS and/or recruitment (Trac) records</p>																						
<p>Do you need more guidance before you can make an assessment about this policy/procedure/ practice/event? No</p>																						
<p>Do you have any examples that show that this policy/procedure/practice/event is having a positive impact on any of the following protected characteristics? Yes/No, if yes please provide evidence/examples:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 20%;">Race</td> <td style="width: 5%; text-align: center;"><input checked="" type="checkbox"/></td> <td style="width: 30%;">Religion/belief</td> <td style="width: 5%; text-align: center;"><input checked="" type="checkbox"/></td> <td style="width: 20%;">Marriage/Civil Partnership</td> <td style="width: 5%; text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>Gender</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>Disability</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>Sexual orientation</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>Age</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>Gender re-assignment</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>Pregnancy/maternity</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> </table> <p>Please provide evidence:</p>					Race	<input checked="" type="checkbox"/>	Religion/belief	<input checked="" type="checkbox"/>	Marriage/Civil Partnership	<input checked="" type="checkbox"/>	Gender	<input checked="" type="checkbox"/>	Disability	<input checked="" type="checkbox"/>	Sexual orientation	<input checked="" type="checkbox"/>	Age	<input checked="" type="checkbox"/>	Gender re-assignment	<input checked="" type="checkbox"/>	Pregnancy/maternity	<input checked="" type="checkbox"/>
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This policy is designed to be inclusive of all employees and workers who apply for a development opportunity or secondment.

Are there any concerns that this policy/procedure/practice/event could have a negative impact on any of the following characteristics?

Yes/No, if so, please provide evidence/examples: **No**

Race	<input type="checkbox"/>	Religion/belief	<input type="checkbox"/>	Marriage/Civil Partnership	<input type="checkbox"/>
Gender	<input type="checkbox"/>	Disability	<input type="checkbox"/>	Sexual orientation	<input type="checkbox"/>
Age	<input type="checkbox"/>	Gender re-assignment	<input type="checkbox"/>	Pregnancy/maternity	<input type="checkbox"/>

Please provide evidence:

Having reviewed and updated the policy and completed a full consultation process, no negative impact was raised, and with the evidence available there is no negative impact.

Action Plan/Plans – SMART

Specific

Measurable

Achievable

Relevant

Time Limited

Evaluation Monitoring Plan/how will this be monitored?

Who – see Monitoring Table

How

POL089 – Secondment and Development Opportunities Policy

By

Reported to

Appendix B - Monitoring Table

What	Who	How	Frequency	Evidence	Reporting arrangements	Acting on recommendations	Change in practice and lessons to be shared
The number of secondments / development opportunities in use will be reviewed. Expired posts and retrospective Trac requests will be escalated to the relevant director.	Head of HR Resourcing / Head of HR People Partnering	Monitor GRS, Trac, and ER Tracker data	Monthly	Information from Trac and GRS	Reported to and discussed at the Workforce Planning Group	Head of Resourcing / HR People Partnering will address any actions or changes required.	Any change in practice will be identified and: <ul style="list-style-type: none"> • process updated with Resourcing / HR People Partnering team • HRBP / Resourcing/ line manager training implemented • policy updated where required.