

---

**SECONDMENT POLICY**

---

**1.0 INTRODUCTION**

- 1.1 Council employees have had the opportunity to develop skills through temporarily working in a different role or work area since the Council was established. This includes employees temporarily undertaking work with external organisations in the public sector. Feedback from employees and managers has been that although the informal arrangements worked, there would be benefit from having a formal position and policy on secondments in order to provide clarity and structure to arrangements and align them better with strategic business objectives. On that basis, Committee is presented with a Secondment Policy for consideration and approval.

**2.0 RECOMMENDATIONS**

- 2.1 Business Continuity Committee is recommended to approve the Secondment Policy appended to this report for implementation.

**3.0 DETAIL**

- 3.1 The Council recognises that learning and development opportunities should be available for employees. One aspect of development that enables employees to learn new skills and prepare for promotion is secondment – an employee temporarily undertaking a higher graded role or work in a different work area.
- 3.2 The Council has not, to date, had a formal secondment policy although secondments take place both internally and with external organisations. A Secondment Policy and associated Guidance have been developed to formalise arrangements and provide consistency and structure to development opportunities for employees.
- 3.3 Secondments are a workforce planning tool whereby an employee can develop skills in order to move into a new work area or role in the future. It allows them to experience a role while also going through a period of development. At a time when the Council is undergoing continuous change, secondments are a valuable tool to facilitate retraining of employees and filling skills gaps for the future and supports our Corporate and Strategic Workforce Plans by ensuring our workforce have the skills, knowledge and

behaviours to support our vision now and in the future.

- 3.4 Secondments bring the following benefits to the Council: -
- Fill workforce planning gaps
  - New and existing skills developed
  - Increased motivation.
- 3.5 Consultation was undertaken with stakeholders in creating the guidance on secondments. This included third tier managers, trade union representatives and HROD team members who are the stakeholders with most experience of managing and implementing secondments. A number of questions were posed, to which common themes emerged and have been taken into account in the formulation of the guidance document. The guidance document is not a policy document but rather a 'live' document that will be subject to revision and is attached for the Committee's information.
- 3.6 The guidance also resolves common issues with secondments, eg ongoing secondments – continually extended beyond anticipated end dates – secondments from secondments, and clarification that all public and private sector organisations are covered.
- 3.7 This policy has been in development over a period of time and pre-dates the Covid-19 situation. In draft form it has temporarily been deployed for reference during the Covid-19 response, with specific differences eg employees who are redeployed at this time as part of our Covid-19 response retain their normal pay for their normal hours, irrespective of whether they are working fewer hours or in a lower graded post. This is appropriate to enable us to support Council functions during a time of depleted resources, whereas under normal circumstances a secondment will be an agreed business tool utilised for organisational and individual development.

## **4.0 CONCLUSION**

- 4.1 Secondment is a valuable workforce planning and employee development tool which helps us develop skills towards achieving our future vision. A policy statement supported by guidance for managers and employees formalises the arrangements within our workforce planning framework and supports our Corporate and Strategic Workforce Plans.

## **5.0 IMPLICATIONS**

- 5.1 Policy – new policy formalising current arrangements.
- 5.2 Financial - no direct financial implications associated with this report as it formalises current arrangements.
- 5.3 Legal – External Secondment Agreement has been agreed with legal.

- 5.4 HR – formalises current ad-hoc arrangements.
- 5.5 Fairer Scotland Duty:
  - 5.5.1 Equalities – Protected Characteristics – nil. EQSEIA indicates no impact on any protected characteristics although the implementation of a policy and guidance framework will have positive benefits for the workforce overall.
  - 5.5.2 Socio-economic Duty – nil. EQSEIA indicates no impact on any socio-economic characteristics although the implementation of a policy and guidance framework will have positive benefits for the workforce overall.
  - 5.5.3 Islands – nil. EQSEIA indicates no impact on islands although the implementation of a policy and guidance framework will have positive benefits for the workforce overall.
- 5.6 Risk – nil.
- 5.7 Customer Service – nil.

**Interim Executive Director with responsibility for Customer Support Services –  
Kirsty Flanagan**

**Policy Lead – Rory Colville**

30 April 2020

**For further information contact:**

Jennifer Coyle, Business Partner Culture and Talent Management 01546 604010

Jane Fowler, Head of Customer Support Services 01546 604466

## **APPENDICES**

Appendix 1      Secondment Policy

Appendix 2      Secondment Guidance