

SECONDMENTS POLICY

Official



NORFOLK
CONSTABULARY



SUFFOLK
CONSTABULARY

SECONDMENTS – INTERNAL AND EXTERNAL Police Officers and Police Staff

Owning Department: HR

Department SPOC: HR Policy Manager

Risk Rating: Medium Low

Legal Sign Off: Alison Ings 09.10.24

JNCC: September 2024

Published Date: 10/10/2024 (v2.2)

Review Date: 10/10/2027

Official

Version Number: 2.2

Page 1 of 15

SECONDMENTS POLICY

Official

Index

1. Statement of policy	3
2. Benefits of a secondment	3
3. Operational considerations	4
4. Types of secondments.....	4
5. Eligibility to apply for a secondment.....	5
Officers.....	5
Police staff.....	5
6. Length of secondments.....	6
7. Substantive post rights.....	6
Officers.....	6
Police Staff	7
8. Advertising a secondment.....	7
Internal secondments	7
External secondments.....	7
9. Applying for a secondment	8
10. Selection process	9
Internal secondments	9
External secondments.....	9
Appeals process (internal secondments only)	9
11. Secondment Agreement	10
12. Terms of the Secondment.....	10
Officers.....	10
Police Staff	10
Unsatisfactory performance, attendance, and conduct matters.....	11
Annual Leave	11
Sickness absence reporting	11
13. Funding, pay and expenses.....	11
14. Induction	12
15. Professional Development Review (PDR)	13
16. Keeping in touch	13
17. Changes in secondee's circumstances.....	13
18. Maternity related issues	13
19. Terminating a secondment early.....	14
20. Returning from secondment.....	14
Officers.....	15
Police Staff	15
21. Secondment evaluation	15
22. Resignation during secondment	15
23. Monitoring of secondment activities.....	15

Legal Basis

Legislation specific to the subject of this policy document:

- None identified

Other relevant legislation which you must check this document against (required by law)

- [Human Rights Act 1998 \(in particular A.14 – Prohibition of discrimination\)](#)
- [Equality Act 2010](#)

Official

Version Number: 2.2

Page 2 of 15

SECONDMENTS POLICY

Official

- [Health and Safety at Work etc. Act 1974 and associated Regulations](#)
- UK General Data Protection Regulation (UK GDPR) and Data Protection Act 2018
- [Freedom Of Information Act 2000](#)

Other documentation which you must check this document against:

- [College of Policing – Code of Ethics](#)
- [Norfolk and Suffolk Constabularies' Standards of Professional Behaviour](#)
- [College of Policing – Authorised Professional Practice](#)
- NPCC Guidelines for Charing for Police Services: Mutual Aid Cost Recovery

1. Statement of policy

- 1.1 The purpose of this policy is to provide information and guidance on the management of internal and external secondments for police officers and police staff. The PABEW Guidance on Police Officer and Staff Secondments will be adhered to.
- 1.2 Norfolk and Suffolk Constabularies ('the Constabularies') are committed to ensuring this policy complies with relevant legislation and that consultation has been undertaken with all relevant staff groups. Unless we have expressly stated that a policy is contractual (police staff only), all our policies and procedures are non-contractual. We may update them at any time following consultation with UNISON and/or Federation as applicable.
- 1.3 All our policies promote equality, eliminate unlawful discrimination and actively promote good relations regardless of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, economic or family status. Managers have a specific responsibility to ensure this policy is applied fairly, and all officers and staff have a shared responsibility in ensuring its success.
- 1.4 The Constabularies will review this policy periodically to ensure that it reflects appropriate standards, continues to meet our needs, and reflects any changes in legislation.
- 1.5 The People Director has overall responsibility for the effective operation of this policy and for ensuring its compliance with the relevant statutory framework. Day-to-day responsibility for operating this policy and ensuring its maintenance and review has been delegated to the Head of HR Delivery.

2. Benefits of a secondment

- 2.1 A secondment takes place when an officer or member of police staff is temporarily assigned to work for a different part of the Constabularies, or an external organisation.

Official

Version Number: 2.2

Page 3 of 15

SECONDMENTS POLICY

Official

2.2 The purpose of a secondment will vary case by case however there are a number of recognised potential benefits. These include:

- personal and career development for individuals through enhancement of skills and experience outside their normal areas of responsibility;
- opportunity to add to the Constabularies' skills base;
- opportunity for increased understanding, and to develop or further partnerships between departments and external organisations;
- resourcing regional units;
- provision of resource for short-term projects;
- provision of cover for planned absences such as maternity or adoption leave.

3. Operational considerations

3.1 Whilst the Constabularies aim to support the development of all officers and police staff, their primary purpose is to provide an efficient and effective police service. Therefore, the following considerations and restrictions will apply in respect of secondments:

- operational efficiency and performance must be maintained;
- the number of officers and police staff approved to go on external secondment must not be excessive (as determined by the Head of HR People Services);
- wherever possible any secondment must be of benefit to both the Constabulary, as well as the individual (exceptions may be for welfare needs or operational necessity).

4. Types of secondments

4.1 Secondments can be either internal or external:

- an **internal** secondment is a temporary move to a different department in the Constabularies. Secondments are generally voluntary, however in certain circumstances due to a pressing organisational requirement or welfare purposes, secondments for officers can be enforced.
- an **external** secondment is a temporary move to another organisation outside the Constabularies. External secondments could be to other forces, regional units such as ERSOU, organisations such as HMICFRS, College of Policing, National Crime Agency, or overseas. The host must be a reputable and stable organisation which the Constabularies have confidence in.

4.2 The word "**attachment**" is sometimes used in place of "secondment" for officers within the Constabularies, e.g., CID attachment. This policy applies equally to attachments (of over two weeks duration).

Official

Version Number: 2.2

Page 4 of 15

SECONDMENTS POLICY

Official

- 4.3 Officers will also be expected to provide mutual aid for special operations and short-term needs. Mutual aid arrangements for short-term needs are not covered in this policy. A mutual aid arrangement of an individual officer or member of staff of 90 days and more however, is considered a secondment.

5. Eligibility to apply for a secondment

Officers

- 5.1 The following criteria applies:

- must have successfully completed their two-year student probation period of 2/3 year PEQF programme;
- must not have been seconded for more than six months in the last two years;
- must not have a live UPP or misconduct sanction (written warning or higher) in place.
- in addition to the above, if the officer is in a specialist post, a reasonable amount of service in that role must have been fulfilled. A 'specialist post' is one that requires specific additional skills training and/or qualification, e.g., firearms officer. A 'reasonable' amount of service is generally considered to be a minimum of 18 months. This is for the purpose of ensuring a return on the training investment is achieved and that the officer has attained full competence in their substantive role prior to secondment, to which they may be returned at the end of the secondment.

- 5.2 In exceptional circumstances, where it is essential that a secondment is filled to meet organisational needs, the above criteria may be varied. Any exception must be authorised by the Head of HR People Services.

- 5.3 Where an officer secondment is enforced for a pressing organisational need, in order for it to be justified and published duties changed, an exigency of duty must be proven in accordance with PNB Circular 86/9 Annex B.

Police staff

- 5.4 The following criteria applies:

- must have a minimum of one year's continuous service;
- must not have been previously seconded for more than six months within the last two years;
- must not have a live disciplinary or capability warning in place.

- 5.5 In exceptional circumstances, where it is essential that a secondment is filled to meet organisational needs, the above criteria may be varied. This must be authorised by the Head of HR People Services.

Official

Version Number: 2.2

Page 5 of 15

SECONDMENTS POLICY

Official

- 5.6 Staff who are on a fixed-term or temporary contract are eligible to apply for a secondment however, appointment will be on a new fixed-term or temporary contract and there will be no right to return to their previous role.

6. Length of secondments

- 6.1 Secondments will be for a defined period which will be agreed in advance. The exception is an officer secondment to ERSOU which is not limited by a specific period of tenure.
- 6.2 The length of secondment will depend on the specific nature of the work and objectives but must not be longer than two years. The length of the secondment will be determined by the host Head of Department or the host organisation. If a secondment necessitates a period longer than two years, for example an external organisation requires a longer term, authorisation to proceed will be required from the Head of HR Delivery.
- 6.3 A long secondment can have an impact on how effectively the secondee can return to fulfil the duties of their substantive role and integrate back into the department/force. For long secondments to regional units e.g., ERSOU or external organisations, provision will be made to attend any relevant training opportunities during the secondment in their home force.
- 6.4 A clear rationale for any extensions to the initial secondment term must be provided by the host Head of Department/external organisation to the Head of HR People Services, at least three months prior to the end date wherever possible, or as soon as the requirement for extension is identified.
- 6.5 Any requirement to extend the secondment must be agreed between the host Head of Department or external organisation, the substantive Head of Department, and HR People Services, but must not extend beyond two years in total.
- 6.6 Where an extension has been agreed, consideration should be given as to whether the original secondment should come to an end and be advertised as a new secondment to give others the opportunity, or if an extension may be offered to the current secondee. This may largely be determined by the length of extension.
- 6.7 Where a seconded post is approved as a permanent vacancy at the end of the secondment period, this will be advertised in line with normal practice. The secondee may apply on the same basis as other applicants.

7. Substantive post rights

Officers

- 7.1 Officers' substantive posts will not normally be held open for their return and they are not guaranteed a posting in the same department or command in which they were serving prior to secondment. The exception to this is where the secondment was not voluntary, e.g., it was necessary for welfare

Official

Version Number: 2.2

Page 6 of 15

SECONDMENTS POLICY

Official

or operational reasons. In these cases, the officer's substantive post will be held open for their return. In all cases, Workforce Planning, HR People Services, will manage the officer's return and will take into account the officer's skills and any preferences they may have for the new posting, where they are not returning to their previous role. In addition, where an officer has undertaken a non-voluntary secondment, they will not be penalised when applying for any future vacancy or posting.

Police Staff

- 7.2 When a member of police staff takes up a secondment, their substantive post will be held open for them with the right to return to on their substantive terms and conditions (subject to paragraph 7.4 below).
- 7.3 Their substantive post may be back-filled on a temporary basis, either by a temporary contract or another secondment. If the temporary post-holder currently has a permanent contract, the back-filling of the substantive post shall be offered on a secondment basis; if they currently have a temporary contract it shall be offered on a new temporary contract.
- 7.4 If organisational change results in a secondee's substantive post being substantially changed or the work requirement ceases during the secondment period, the secondee's guaranteed right to return may cease to apply. The member of staff will be fully consulted on any proposed changes affecting their substantive post in line with the Change Management Policy.

8. Advertising a secondment

Internal secondments

- 8.1 The standard force recruitment authorisation process and advertising via OLEEO must be followed for an internal secondment. All internal secondments must be advertised on Force Orders.
- 8.2 Heads of Department do have the discretion to restrict applications for internal secondments within their own department or directorate areas, however, this should only be where the skills/experience required for the role are likely to exist solely within that particular area, or to aid succession planning. Where a Head of Department wishes to restrict applications, this must be approved by the Recruitment Manager, HR People Services, and the rationale for this documented.
- 8.3 There may also be occasions where, in order to meet operational needs or deal with welfare issues, it is necessary to post officers to fill secondment vacancies. This will be managed by Workforce Planning, HR People Services.

External secondments

- 8.4 The standard force recruitment authorisation process must be followed. Approval must be obtained from the relevant Head of Department and

Official

Version Number: 2.2

Page 7 of 15

SECONDMENTS POLICY

Official

Head of HR People Services Recruitment before a secondment opportunity in an external organisation is advertised. For applications for external secondments for officers of Chief Inspector rank and above, approval must also be obtained from the relevant Chief Officer.

- 8.5 All external secondments will be advertised in Force Orders.
- 8.6 International secondments may acquire additional scrutiny by the Head of HR People Services before they can be approved and advertised.

9. Applying for a secondment

- 9.1 All secondment applications are subject to the eligibility criteria set out above and require the support of the individual's line manager and Head of Department to go forward through the process. All offers will be subject to 'after care' vetting (including enhanced vetting clearance if applicable to the role) and medical clearance (as may be applicable to the role).
- 9.2 Applications for external secondments must also have the support of the Head of HR People Services, and for applications for external secondments for officers of Chief Inspector rank and above, approval must also be obtained from the relevant Chief Officer.
- 9.3 All potential applicants are required to discuss their interest in applying with their line manager, and to seek approval before submitting an application.
- 9.4 Management assessment of an application will be based on the following:
- whether the individual meets the eligibility criteria listed under section 5 above;
 - the benefits to the individual, home and host department/organisation;
 - any detrimental impact on operational service or performance, including the impact of temporarily back-filling the substantive post (e.g., cost/time to train a replacement, especially in the case of specialist roles; existing abstractions in the department);
 - any specific welfare needs the individual may have.
- 9.5 Where an application is not supported, the reason for this should be documented, confirmed to the individual and a copy sent to People Customer Services for retention on the individual's personal file. The individual's line manager is responsible for informing the individual of an unsupported application.
- 9.6 Any individual who cannot be supported for a secondment for operational reasons shall, wherever possible, be prioritised for future secondment opportunities and provided with alternative development opportunities within their substantive role wherever possible.

Official

Version Number: 2.2

Page 8 of 15

SECONDMENTS POLICY

Official

9.7 Where an application from a permanent member of police staff is not supported for an internal secondment for operational reasons, but they would like to pursue the opportunity on a fixed term/temporary contract basis, consideration will be given to this by the Head of HR Delivery on a case-by-case basis, taking account of:

- the likelihood of mitigating the possibility of future redundancy at the end of the fixed term/temporary contract;
- the organisational need to fill the post with that individual's skill set;
- whether the role is difficult to fill.

10. Selection process

Internal secondments

10.1 In most cases the selection process for internal secondments will be carried out in the same way as a normal recruitment.

10.2 Under certain circumstances, and with authorisation by the Recruitment Manager, HR People Services, Heads of Department may restrict advertising and selection to secondments within their own directorate areas. See 8.2 above.

External secondments

10.3 Applications for external secondments will be considered under the host organisation's selection process. Individuals should request feedback directly from the external organisation if their application is unsuccessful.

Appeals process (internal secondments only)

10.4 An appeal may be made at any stage of the selection process on any of the following grounds:

- the process is unfair;
- the process has been applied unfairly;
- other participants in the process have acted unfairly.

10.5 Appeals should be submitted in writing to the Recruitment Manager, HR People Services, within seven calendar days of the alleged unfairness or of being notified of a selection decision.

10.6 The appeal must clearly state on which of the above grounds the appeal is made and supporting evidence provided, including how and at what stage the unfairness arose.

10.7 The Recruitment Manager will respond within 14 calendar days of receipt. Actions of the Recruitment Manager may include: speaking to the interview/selection panel chair to obtain reason for the selection decision;

Official

Version Number: 2.2

Page 9 of 15

SECONDMENTS POLICY

Official

convening a meeting with the individual; where appropriate, suspending the selection process following liaison with the relevant hiring manager.

- 10.8 Once a decision has been made by the Recruitment Manager on resolution of the appeal, no further appeal will be allowed.

11. Secondment Agreement

- 11.1 A written Secondment Agreement will be issued to the individual. This will detail the duration of the secondment including start and end dates, any applicable changes to terms and conditions (police staff), any applicable changes to working hours, location, or pay, the basis of return, early termination and any other relevant information.

12. Terms of the Secondment

Officers

- 12.1 Officers will remain sworn constables of their home force when on external secondment and will continue to be subject to Police Regulations. Their day-to-day management will be delegated to the host organisation. Continuous service will be unbroken.
- 12.2 The Constabularies' HR policies for formal procedures relating to conduct, performance, and grievance will continue to apply when on external secondment. However, the secondee must have regard to the relevant policies of the external host organisation e.g., health and safety, which will apply during the secondment. It is the responsibility of the external organisation to make the secondee aware of their relevant policies and procedures.
- 12.3 A seconded officer may be subject to recall to their home force if operational exigencies or personal circumstances require this. This would only be in exceptional circumstances.
- 12.4 Officers on external secondment will still need to subscribe to their substantive force Federation branch (if they are members).

Police Staff

- 12.5 Where a member of staff undertakes an external secondment, they will remain employed by their home force, although their day to day management will be delegated to the host organisation. Any changes to terms and conditions or special conditions applicable during the secondment will be confirmed in the Secondment Agreement. Continuous service will be unbroken.
- 12.6 The Constabularies' HR policies for formal procedures relating to disciplinary, capability, and grievance will continue to apply when on external secondment. However, the secondee must have regard to the relevant policies e.g., health and safety, of the external host organisation

Official

Version Number: 2.2

Page 10 of 15

SECONDMENTS POLICY

Official

during the secondment. It is the responsibility of the external organisation to make the secondee aware of their relevant policies and procedures.

- 12.7 Staff on external secondment will still need to subscribe to their substantive force UNISON branch (if they are members).

Unsatisfactory performance, attendance, and conduct matters

- 12.8 If there are concerns during the secondment concerning the secondee's performance, attendance or conduct, these will be dealt with in a fair and timely manner. Any management issues concerning the secondee should be referred by the host to the seconder, even if the seconder may have to liaise with the host before any action can be taken or any decision can be made, such as in a disciplinary situation.

Annual Leave

- 12.9 All officers and police staff will receive the same annual leave and public holiday entitlement, which they receive in their substantive post.
- 12.10 Entitlements to maternity leave, adoption leave and other types of family leave will also remain unchanged.
- 12.11 Officers should, wherever practicable, take any annual leave hours accrued during their period of secondment prior to returning to their home force/new posting.
- 12.12 The process for requesting annual leave for external or regional unit secondments will be covered in the Secondment Agreement. For other types of leave and time off, the home force policy will apply.

Sickness absence reporting

- 12.13 Sickness absence should be reported to the host line manager and arrangements will be made as appropriate with external secondments for the home force to be informed of any absence for sick pay and monitoring purposes, as well as managing attendance in accordance with the force Sickness Absence Management policy, where such action is required.

13. Funding, pay and expenses

- 13.1 For internal secondments, the host department will be responsible for funding the secondee's pay costs. Central funding may be for secondments to a corporate post or project team.
- 13.2 For external secondments, the home force will normally continue to pay the secondee's salary and will reclaim this from the host organisation. External secondments should be dealt with through formal secondment agreements between donor force and host force/organisation, detailing pay, allowances and re-charge on a case-by-case basis. External secondments are charged at cost plus a national fixed administration fee, updated annually by the NPCC Finance Coordination Committee. The charging calculations

Official

Version Number: 2.2

Page 11 of 15

SECONDMENTS POLICY

Official

are presented in Appendix 1 of the National Policing Guidelines on Charging for Police Services: Mutual Aid Cost Recovery.

13.3 The host is not expected to pay for any training or other long-term commitments already agreed by the home department/force. Any exceptions must be agreed between the parties before a secondment is offered to the applicant.

13.4 If an internal secondment post is of a higher rank or police staff pay band than the secondee's substantive post, and where the secondee undertakes the full duties of the higher post then:

- Officers will be paid in accordance with "Temporary Salary" under Annex I of Police Regulations or, if the officer is fully qualified and has passed a promotion board they may be entitled to "Temporary Promotion" under Annex J of Police Regulations.
- Police staff will receive the salary of the higher band, this will normally be the bottom spinal point of the band.

13.5 At the end of the secondment the higher rate of pay will cease.

13.6 In order to receive any additional enhancements or allowances, both the seconded post and the secondee will need to meet the normal criteria for that payment. If the required working hours of the seconded post does not attract a shift allowance or other enhancements then no such payment will be made, regardless of whether the individual's substantive role attracts this.

13.7 The host department for internal secondments is responsible for meeting any costs of travel, subsistence or other work expenses incurred during the secondment. Expense claims should be submitted in the usual way through iExpenses.

13.8 When undertaking a secondment means an increase in travel costs between home and work-place, these costs will not be met by the Constabulary, and must be borne by the individual.

14. Induction

14.1 The host line manager is responsible for arranging induction into the seconded department or external organisation to ensure that the role and working practices are communicated and understood. It is essential that all aspects concerned with health, safety and welfare are addressed and any mandatory training for the role put in place.

15. Professional Development Review (PDR)

15.1 PDRs will continue throughout a secondment, with the host line manager responsible for conducting PDR and 1-1 discussions.

Official

Version Number: 2.2

Page 12 of 15

SECONDMENTS POLICY

Official

- 15.2 In addition, the substantive line manager should agree objectives with the individual for the secondment to maximise personal development.
- 15.3 At the end of the secondment, PDR discussions should explore how the individual has developed on secondment, and furthermore the skills and knowledge that have been enhanced or attained should be recorded, together with a review of performance against the specific role requirements and objectives.

16. Keeping in touch

- 16.1 A named key contact in the home force/department, usually the substantive line manager, will be provided for the secondee to keep in touch with and to ensure they receive regular updates as appropriate of relevant department/organisational information, staff news, opportunities etc. Secondees will be able to attend any relevant training opportunities in their home force/department with authorisation from the host. The frequency of contact should be agreed at the outset and a record kept of the exchange and any action to be taken is advisable.

17. Changes in secondee's circumstances

- 17.1 Individuals on secondment must advise their line manager of any changes in their circumstances that could affect their secondment so that a review of the secondment agreement can be undertaken if necessary, e.g., nature of work being undertaken.

18. Maternity related issues

- 18.1 In the event an officer or police staff member becomes pregnant whilst on secondment they should notify both their substantive and host line manager as soon as practicable.
- 18.2 On notification of a pregnancy it is the host line manager's responsibility to carry out a continuous pregnancy specific risk assessment with the secondee. The host must take such steps as necessary to remove or reduce any identified risks. If this is not possible the individual should be offered alternative work, which may include consideration of a return to the home force/department, but only if identified as part of the risk assessment. This may result in the secondment terminating, depending on the secondment length, if it is foreseen that the individual will not be able to return to the seconded role before their maternity leave starts and the original end date expires before they return from maternity leave. Any adjustment to the secondee's working arrangements will not impact on their pay or allowances. Maternity pay will be based on relevant earnings at the appropriate times prior to commencing maternity leave.
- 18.3 Individuals who are planning adoption leave or parental leave whilst on secondment should notify their host and substantive line manager as soon

Official

Version Number: 2.2

Page 13 of 15

SECONDMENTS POLICY

Official

as reasonably practicable so that this can be managed in line with the appropriate force policy.

19. Terminating a secondment early

19.1 If either the host, seconder, or secondee has reason to terminate the secondment prior to the agreed end date, this should be discussed as soon as possible with all the parties concerned.

19.2 Possible reasons that may give rise to terminating a secondment early include (but are not limited to):

- change in circumstances affecting the secondment e.g. operational priorities or funding changes;
- change in secondee's personal circumstances;
- grievance or conduct/disciplinary proceedings which have been instigated in relation to the secondment;
- performance issues causing the secondee to no longer be suitable for the post;
- failure to maintain accreditation relevant to rank/role during the secondment;
- severe resilience issues in the home force/department;
- secondee resigns from home force.

19.3 Following discussion, if it is agreed that the period of secondment should be terminated early, a revised end date must be agreed and confirmed to the individual in writing. The secondment agreement may stipulate a minimum notice period for terminating early.

20. Returning from secondment

20.1 It is essential that all returns from secondment are planned for well in advance to ensure that all necessary arrangements can be made.

20.2 In all circumstances, the substantive/new line manager will contact the individual to make arrangements with them prior to their return to identify any skills gap and put in place a reintroduction and PDR discussion. Contact should be made by the line manager at least one month prior to return for internal secondments, and at least three months prior for external secondments, in order to make these arrangements. If appropriate, any adjustments to the returning role should be considered where these have been identified by the individual and/or through medical information.

Officers

20.3 Officers on secondment may be posted to a core-policing role on their return, or, where specialist knowledge, skills and experience have been

Official

Version Number: 2.2

Page 14 of 15

SECONDMENTS POLICY

Official

gained the officer may be posted to a different area of the Constabulary. Alternatively, where specialist knowledge has been gained that will significantly benefit their previous department, the officer may be required to return to their original post for a period of time to share the expertise acquired.

20.4 Workforce Planning, HR People Services, will manage the return of the officer, identifying a new posting and ensuring any necessary support and communication is in place. Once a new posting is identified this role will be handed over to the new line manager.

Police Staff

20.5 Police staff on secondment will return to their substantive post at the end of their planned secondment, unless otherwise agreed or not reasonably practicable e.g. due to redundancy of substantive role in the meantime.

21. Secondment evaluation

21.1 At the end of a secondment, the secondee and substantive line manager should appraise the host department/organisation and provide feedback to the host line manager.

22. Resignation during secondment

22.1 If an individual gives notice of their resignation during a secondment, the secondment will automatically terminate on the expiry of the individual's notice period. It is the responsibility of the substantive line manager to complete the leaver administration, including completion of the on-line leaver notification form and exit interview.

23. Monitoring of secondment activities

23.1 HR will monitor and report as required on secondment activities in relation to equal opportunities and all strands of diversity.