



Workplace Resolution Policy (Surrey and Sussex) (796/2025)

Abstract

This policy and procedure sets out the Surrey Police and Sussex Police approach to addressing and resolving concerns, problems or issues raised by our people about their workplace. It links to our organisational values and has a strong focus on early intervention and where achievable, swift and informal resolution, before recourse to the formal resolution procedure.

Any further queries, advice and support regarding this policy should be directed to the People Resolution Centre (PRC) in the first instance.

Policy

1. Introduction

1.1 From time to time individuals may raise issues, have problems with, or concerns about their workplace, working conditions or relationships with colleagues. Throughout this policy these will generally be referred to as “workplace concerns”.

1.2 This policy and its procedure detail how informal and formal resolution will be managed and the various avenues available to individuals to resolve workplace conflict, in order to seek and maintain a positive working environment for all parties involved.

1.3 It focuses on the significant benefits associated with early and informal resolution and mediation and aims to support and empower individuals to take responsibility to achieve resolution in a collaborative way where possible.

1.4 Where workplace concerns are unable to be resolved informally, including through mediation or the nature of the workplace concern means it is not suitable for informal resolution the policy sets out the formal resolution procedure which is designed in accordance with the [ACAS Code of Practice](#) and should be read in conjunction with it. This policy and procedure provides a structure for addressing workplace concerns that an individual or a group raises with the Force(s) promptly, fairly and consistently, and in a way that complies with current legislation and best practice.

1.5 This policy and procedure should be referred to in conjunction with the Disability Toolkit which provides useful guidance and links to information about disability and neurodiversity.

2. Scope

2.1 This policy applies to all police officers, police staff and Special Constables and is required to ensure that Surrey Police and Sussex Police have in place a process to resolve workplace concerns in a prompt, fair and consistent manner.

2.2 If you are in a regional post on a secondment from your home force and you wish to raise a workplace concern (or indeed are subject of a concern within that host force area) the receiving (host) organisation's standards and procedures will in most circumstances be applied.

2.3 This policy is owned, maintained and reviewed by Surrey Police and Sussex Police in collaboration under the Force's Policy Framework.

This policy, and the procedures contained herein, is also adopted by the Office of the Police and Crime Commissioner (OPCC) for Surrey and the Office of the Police and Crime Commissioner (OPCC) for Sussex. Employees of the OPCC are encouraged to consult with the Chief Executive to ensure that the policy is applied appropriately to you, for example where the policy requires actions or decisions from a line manager.

3. Policy Statement

3.1 Surrey Police and Sussex Police will strive to ensure that genuine workplace concerns are dealt with quickly, consistently and fairly at the earliest opportunity by allowing individuals to raise concerns without fear of recrimination. Where these can be dealt with informally and swiftly, including with the use of mediation, both Forces strongly encourage this to avoid protracted investigation and help support the welfare of those involved. Where attempts to resolve the matter informally are unsuccessful, it may be appropriate for an individual to request that the matter be investigated under the Formal Resolution Procedure.

3.2 The Workplace Resolution Policy is not intended to undermine management decisions that are seen to be reasonable and fair, nor is it designed to replace existing force policy mechanisms or structures; for example, where there is a review or appeal procedure. We expect our line managers to make informed decisions that consider organisational values, professional judgement (on the context and circumstances of each situation) and 'policing principles'. Decisions and subsequent action taken should be proportionate, legitimate and ethical as informed by the [National Decision Model \(NDM\)](#).

3.3 We are committed to resolving workplace concerns fairly and constructively. However, we will not tolerate any form of disrespectful behaviour at any point in this process. This applies to all individuals involved, including the Investigating Officer, witnesses, those subject to the Workplace Resolution Procedure, and the individual submitting the concern. All communication must remain respectful, professional, and fully aligned with expected standards of behaviour and the Code of Ethics. Failure to adhere to these expectations may be considered a conduct issue, with individuals potentially being referred to Senior Management / Professional Standards Department. We uphold a zero-tolerance approach to disrespectful behaviour to ensure a fair, effective, and impartial resolution process.

Procedure

1. Key Information

1.1 This procedure seeks to achieve early resolution and just outcomes abiding by the key principles set out here.

1.2 It is extremely important that the policy and procedure is read in its entirety by all individuals involved in the resolution process. Please also refer to the Workplace Resolution Procedure Flowchart for the full procedural information.

1.3 Examples of workplace concerns that may be considered under the Workplace Resolution Procedure may include, but are not limited to the following:

- Terms and Conditions of employment.
- Health and safety.
- Work relationships.
- New working practices.
- Working environment.
- Bullying and/or harassment.
- Discrimination.

1.4 Most of these examples may be able to be resolved informally either by line managers or between colleagues, but it will depend upon the specific circumstances.

1.5 Through early intervention, managers play a vital role in preventing workplace concerns from escalating by recognising when team members need additional support, understanding their own impact, and adapting to different communication styles.

1.6 Parties in conflict are encouraged to engage in dialogue, trying different methods of early and informal resolution, including mediation, to try to resolve workplace concerns swiftly in the first instance and will be supported to do so by the Forces.

1.7 Line managers should work collaboratively with the individual(s) to try to achieve resolution swiftly in a constructive manner, helping and encouraging them to explore all the options available for early resolution of the workplace concern.

1.8 This list is not exhaustive, but some informal options available to try to achieve swift and meaningful resolution include:

- Colleague to colleague dialogue: a direct conversation between those involved.
- Line manager led resolution where a local manager assists the parties in trying to achieve a swift resolution.

- Mediator led resolution where an independent trained Mediator assists the parties in trying to achieve a resolution.

- Use of Reflective Practice techniques.

1.9 Refer to the Informal Resolution Toolkit (in addition to the information in this policy and procedure) when considering the options above for more detailed information; as well as resources, tips, and guidance about how to achieve resolution in an early and informal way.

1.10 Raising a workplace concern should not be about apportioning blame to any parties involved but instead about achieving resolution and identifying learning and areas to change and improve.

1.11 Victimisation is unacceptable, and an individual must not be treated less favourably than others because they have raised a genuine workplace concern or are a named party.

1.12 Anyone involved in workplace conflict must commit to seeking to understand the needs, perspectives, and concerns of other involved parties; to reflect on their own behaviour, including the impact of their actions on others; and to proactively identify areas for improvement where they could have dealt with the situation differently.

1.13 It is important to understand the roles and responsibilities of each party to the procedure and these are clearly outlined within Section 9.

1.14 Individuals should be given the opportunity to explain their own perspective on a situation whether they are raising a workplace concern or have had a concern raised about them. Managers supporting the resolution process should equally not make any assumptions about the information provided to them.

1.15 More formal approaches, should this become necessary, are:

- A formal investigation by a Formal Resolution Investigator followed by a Formal Resolution Meeting to decide on an outcome, if steps taken informally prove unsuccessful.

- A Review of the Formal Resolution Procedure, in specific circumstances. The review process is not a re-investigation of the case; its purpose is to review whether the decision reached was reasonable.

1.16 A manager who is not involved in the workplace concerns and who is as impartial as possible will be appointed as the Formal Resolution Investigator. This will be decided and confirmed by People Services.

1.17 Where appropriate, the organisation may designate an investigator with specialist skills or subject-matter expertise to ensure a thorough and informed review of the workplace concerns raised.

1.18 Whilst managers will treat all individuals with fairness, respect and consistency, the needs of the organisation take priority in decision making.

1.19 The Workplace Resolution Procedure will not be used where an existing policy already has a review or appeal procedure built into it, unless there are potential discrimination issues that need to be addressed. This includes, but is not exclusive to, the following policies, procedures and guidance documents:

Attendance Management Policy (Surrey and Sussex) (950)

Career Break Policy (Surrey and Sussex) (173)

Flexible Retirement Policy (Surrey and Sussex) (1032)

Flexible Working Policy (Surrey and Sussex) (816)

Joint Force Vetting Policy (Surrey and Sussex) (592)

Managing Police Officer and Police Staff Medical Retirement Policy (Surrey and Sussex) (542)

Managing Police Staff Probation Periods Policy (Surrey and Sussex) (1183)

Medical Redeployment for Police Staff Policy (Surrey and Sussex) (1182)

Performance and Gross Incompetence Management Policy (Surrey and Sussex) (1228)

Business Interests and Additional Work Policy (Surrey and Sussex) (965)

Police Staff Disciplinary Policy (Surrey and Sussex) (797)

Internal Dispute Resolution Procedure for Police Pension Schemes.

Police Officer Postings and Tenure Guidance Document

Police Officer Promotions Guidance

Internal Dispute Resolution Procedure for Police Pension Schemes

Pay Appeals (Managing half / nil pay)

Police Conduct Regulations (Home Office Guidance: Conduct, Efficiency, Effectiveness)

Surrey Police and Sussex Police Pay Progression Standard (PPS) guidance

Sussex only: Salary and Grading Policy (Police Staff) (376)

Organisational Change, Redundancy and Redeployment Policy (Surrey and Sussex) (190) (in relation to: redundancy decisions / Change Programmes where there is or has been a formal consultation process)

1.20 On occasion a number of individuals may collectively raise concerns, problems or issues which are related; these will be managed in the same way as individual workplace concerns and one individual will be identified from the group to act as a spokesperson.

2. Informal Resolution

2.1 Addressing workplace concerns informally and at the earliest opportunity minimises any negative impact on the morale and wellbeing of all of those involved and helps to support organisational performance. Surrey Police and Sussex Police therefore encourage individuals to make every effort to try to resolve workplace concerns informally in the first instance. Where agreement or resolution is able to be reached between parties together, in a collaborative way, then such a resolution is more likely to be long-lasting. This is because it is more likely to be to both parties' satisfaction, and therefore to endure over any outcome which may be imposed as part of a formal investigation process.

2.2 Swiftly resolving workplace concerns on an early and informal basis is also likely to have a positive impact on the relationship of those involved and enable them to move forward. If an individual has a workplace concern, they are encouraged to try to reach a conclusion either by discussing this directly with the other individual involved or by discussing with their line manager. The Informal Resolution Toolkit provides resources, tips and guidance about how to achieve resolution in an early and informal way. The majority of workplace concerns will be resolved at this point.

2.3 If it is not possible for the individual to discuss their workplace concerns with their first line manager then they should discuss with their second line manager or an alternative manager if more appropriate.

2.4 Where a workplace concern has been raised the manager should support the individual to determine how this should be handled within 10 calendar days. The manager should ensure the individual is fully aware of the benefits of trying to resolve workplace concerns on an early and informal basis, and of the limitations of the formal resolution procedure. Advice and support should be sought from the relevant People Business Partner and/or People Resolution Centre.

2.5 Where the individual is not satisfied with the outcome following attempts to resolve their workplace concern informally, they may request the matter proceeds to the Formal Resolution Procedure. Before submitting a request for formal resolution, the individual should read the information on mediation below and arrange to speak confidentially with the Workplace Mediation Service. Please also see paragraph 3.6 for more information.

3. Mediation Resolution

3.1 Drawn from across both Forces, we have a cohort of well trained, accredited mediators whose role it is to help those in workplace conflict. Use of mediation often achieves swift, and successful solutions, avoiding the need for longer, more formal processes.

3.2 Workplace Mediation is a confidential and alternative way to resolve disagreements or disputes informally. Mediators act as independent and impartial facilitators; creating a

safe and non-judgmental environment for open communication and dialogue between the parties to assist with constructive resolution of any workplace concerns and restoration of effective working relationships.

3.3 Mediation can be incredibly effective when entered into at an early stage of conflict and both Forces support and strongly encourage all individuals to participate in mediation wherever possible to achieve resolution. Whilst ultimately a voluntary process, the Forces encourage engagement in Mediation for many reasons including:

- Mediation is a non-adversarial process, which can help to support employee wellbeing when compared with more formal processes, by helping to reduce feelings of stress, anxiety, fear, and harm.
- It can assist in resolving workplace concerns at the earliest opportunity, in a collaborative and constructive way, without recourse to time consuming Formal Resolution Procedures.
- The individuals remain central to the process and each party has a voice.
- It helps parties to come up with practical ideas about how things could change for the better and find their own solutions in order to try to reach a mutually acceptable outcome and move forward.

3.4 Evidence shows that mediation can be both empowering and transformative. Mediation can be used as an aid for resolution, or to re-build relationships at any stage within the procedure and may assist in instances where the problem is about attitude or behaviour, or feelings of conflict. More detail can be found within Workplace Mediation Information.

3.5 Mediation is carried out on the basis of agreed confidentiality between the parties and the mediators which allows the parties to engage in open communication and provides the best chance at resolution. The guidance also contains further information around this, including any exceptions, as well as around the mediation process more generally.

3.6 Mediation may not be suitable for every situation but should always be given proper consideration for appropriate circumstances. Before submitting a request for formal resolution (and where a referral for mediation has not yet taken place) the individual should read the information on mediation and arrange to speak confidentially with one of the in-Force Mediators to help them understand whether mediation might be right for their circumstances. Please also see Workplace Mediation Information for further detail.

4. Formal Resolution

4.1 If a conclusion is not reached informally or the nature of the workplace concern means it is not suitable for informal resolution then a request for formal resolution may be submitted in writing. The individual should do so using the Workplace Concerns Submission Form. This should be submitted within a reasonable timescale from when the workplace concern first arose. Please see the guidance on making a request for formal resolution for more information.

4.2 The Workplace Concerns Submission Form will form the basis of the subsequent investigations, so it is important the individual submitting the request for formal resolution clearly sets out the nature of their workplace concern and indicates the outcome they are seeking. If the workplace concern raised is unclear, the individual may be asked to clarify this before any meeting takes place.

4.3 Any evidence, documentation, witness statements and findings from the informal resolution stage (with the exception of any information gathered during mediation, which will remain confidential unless otherwise agreed between the parties) may be used and referred to in the Formal Resolution Procedure.

4.4 Concerns, problems or issues raised about the workplace, work or an individual's colleagues do not usually require the same investigative vigour as a discipline or criminal investigation: they should be proportionate to the circumstances. Workplace concerns will be dealt with fairly, effectively, and proportionately, enabling the issues to be resolved quickly, consistently, and as amicably as possible. This means that there will not be an exhaustive investigation for every issue raised at every subsequent stage; however, a reasonable investigation of the circumstances will be carried out, in proportion to the workplace concerns raised.

4.5 The People Resolution Centre (PRC) will assess the initial request for formal resolution:

- To ensure all the information required to carry out the formal procedure is provided.

4.6 This will then be triaged by the PRC Consultancy Team / People Services Casework Team who will assess the request for formal resolution.

- To see whether the matter can be resolved informally (if appropriate), if this has not been attempted already, or whether there is another activity which may assist with informal resolution. This may result in the submission being referred back to the individual.

- To understand if there is any indication of misconduct. This may result in a referral to Professional Standards Department (PSD) to further assess. PSD may decide that a misconduct / gross misconduct investigation is the most appropriate course of action in such instances. If this is not found, the workplace resolution procedure will continue. As circumstances dictate, such referral to PSD may also be made at any stage of the workplace resolution procedure.

Any of these activities may have the effect of extending the procedural timeframe.

4.7 Following the above assessment, once the Formal Resolution Procedure can commence, the individual will be contacted by the appointed Formal Resolution Investigator who will then investigate the matter. Full details are set out in the flow chart around the process which will ultimately result in a Formal Resolution Meeting.

4.8 It is important that any relevant parties involved in the process including those who may have been aware of the workplace concern at the informal stage are informed that a

request for formal resolution has now been made. The Formal Resolution Investigator should approach the 1st or 2nd line managers of the subjects / witnesses to satisfy themselves that welfare support is in place (where appropriate). If the management are named within the concerns, then it would be advisable to discuss matters with the People Business Partner. Those named subjects and witnesses should then be notified of any impending investigation via their 1st or 2nd line manager (or People Business Partner, where management might be involved, and it wouldn't therefore be appropriate) to provide reassurance that welfare measures have been considered and to protect vulnerable witnesses. There is guidance for those subject or named in a workplace concern as well as guidance for witnesses named in a workplace concern.

4.9 The investigator must regularly update the parties involved; for example, regarding timeframes, where they are with their enquiries, or when their investigation concludes; this should be done on an individual basis to ensure confidentiality is maintained.

4.10 Individuals may withdraw their request for formal resolution in order to resolve the matter informally at any stage and will be required to confirm this in writing for audit trail purposes.

4.11 All parties involved will be given every opportunity to explain the case fully and should confine their explanation to workplace concerns that are directly relevant to the request for formal resolution. Focusing on irrelevant issues or incidents that took place long before the concern is in hand is not helpful and can hinder the effective handling of the case.

4.12 If recommendations are made in the Formal Resolution Report, these will be referred to the relevant area of the business and they will review if these are practicable, proportionate and can be implemented. All parties must take responsibility for putting the solutions into practice if and once these have been agreed. It is important to note that not all recommendations may be implemented, and this will be a business decision.

4.13 Any recommendations made by the Formal Resolution Investigator (or Senior Manager conducting a review) should explain the context of why they are being made and any learning points. This ensures that when they are sent to both the individual who raised the concern and the business area's Senior Management Team (SMT), they understand why the recommendations and any learning are being made.

4.14 If there is no review requested the Formal Resolution Investigator should discuss the recommendations with the relevant People Business Partner and relevant SMT Lead / or Department Head (if there is wider organisational learning). Any such meeting post-investigation may include the subject/s to discuss relevant recommendations / learning applicable to them, where appropriate and as time allows. If a review is requested, this will take place post the review.

4.15 It might be necessary for the purposes of wider organisational learning to share (suitably anonymised) outcome information with either the People Services Learning Board or the Force Learning Board to take preventative steps to mitigate any organisational risk and this will be decided by the People Services Casework Team Leader.

5. Review Procedure

5.1 An individual may feel that the proposed solutions offered as part of the Formal Resolution Procedure may not have effectively addressed the workplace concern raised. In such cases, the individual may submit a Request for Review.

5.2 If the individual requests a review, they must submit their request in writing using the Request for Review form to the redacted email address within 7 calendar days, identifying the grounds on which their submission is made and ideally providing their specific explanation as to why they consider the outcome to be erroneous in these circumstances (this must relate to the original workplace concern raised).

5.3 A request for a review should set out the grounds, explaining why:

- The Formal Resolution Procedure was wrong or unfair.
- There was misinterpretation by the Formal Resolution Investigator.
- The finding and/or outcome of the Formal Resolution Procedure was unreasonable.
- There is new evidence relating to the original request for formal resolution.

5.4 The review procedure is not a re-investigation of the case. Its purpose is to review whether the decision reached was reasonable.

5.5 While we respect and acknowledge the concerns raised through the workplace concern process, it's important to clarify that the outcome is determined by the organisation (through an impartial investigator) following a fair and thorough procedure. Outcomes are based on evidence and organisational policy and whilst individuals are encouraged to share their concerns, they do not have the right to influence or determine the outcome.

6. The Right to be Accompanied

6.1 To provide support and advice during formal meetings, police officers may be accompanied by a police friend (as defined in Regulations) or Federation representative. Police staff may be accompanied by a trade union official, certified union representative or a colleague who works for Surrey Police or Sussex Police.

7. Timescales

7.1 It is in the interest of all parties concerned that any workplace concern raised be resolved promptly and within a reasonable time frame.

7.2 The Formal Resolution Investigator will make contact with the individual to arrange a meeting. This will normally be within 10 calendar days of a request for formal resolution being received by the People Services Casework Team / People Resolution Consultants.

7.3 There may be a delay in starting the process in the event that the workplace concerns need to be referred to and assessed by PSD (not every workplace concern will be automatically referred, only where the People Services Casework Team Leader feels it is appropriate to do so).

7.4 It is in all parties' interests to resolve formal submissions as swiftly as possible and ideally, from the date of their appointment, the Formal Resolutions Investigator will look to hold the Formal Resolutions Meeting within a 12 week period from the investigation commencing; however this is not always possible. Therefore, the procedure allows that in exceptional circumstances the process may take longer than 12 weeks to complete from when an Investigator is appointed. The timescale needs to be flexible to reflect the specific needs of the investigation. If it is likely to take longer than 12 weeks, the investigator will advise all parties involved accordingly of the extenuating circumstances.

7.5 The individual will be informed of the decision from the Formal Resolution Meeting in writing within 5 calendar days of the meeting.

7.6 The investigator must promptly update **all** parties once the Formal Resolution Procedure has ended and also arrange to feedback any recommendations and learning to the relevant parties whilst maintaining appropriate levels of confidentiality. This should be carried out in conjunction with the relevant People Business Partner, which the People Services Casework Team / PRC Consultant can help facilitate.

7.7 Any request for a review of the outcome must be submitted by the individual using the Request for Review form in writing within 7 calendar days from the date of the letter confirming the outcome of the Formal Resolution Procedure. This should be submitted to People Services Casework Team via email.

7.8 The Formal Resolution Reviewer should make initial contact with the individual raising a request for review within 5 calendar days of them being appointed, to schedule a meeting to discuss the review request. The review process should be completed without unreasonable delay.

8. Confidentiality

8.1 It is important that confidentiality is respected throughout the process, by both the person raising the workplace concern and those providing support to the parties or investigating or reviewing it. It is not advisable for individuals to tell colleagues that they are involved in a Formal Resolution Procedure; however, there is clearly a balance to be struck between respecting the confidentiality of those involved and ensuring all parties have sufficient support.

8.2 Depending on the detail or nature of the workplace concern raised, the Formal Resolution Investigator will make an assessment on how much information is shared with other parties. It is important that those named know what the workplace concern being raised is to enable them to respond.

Individuals will be provided with relevant context regarding the outcome of the concern, as well as any recommendations and learning points specific to their involvement. Due to time constraints, this information may not always be delivered verbally but will be shared in a suitable and timely manner to support understanding and reflection and to avoid unnecessary delay.

Due to the confidential nature of the report, it will not be appropriate to share the full report in its entirety.

8.3 It may not be appropriate in all cases for all of the information regarding the outcome to be shared with all parties involved. In certain circumstances (for example to protect a witness) the Formal Resolution Investigator may want to withhold some information. The investigator should make an assessment on how much information is shared. For example, they may choose to anonymise, summarise, redact, or withhold some information.

8.4 Some information may also be shared for the purpose of organisational learning within People Services and where appropriate, in part with the wider Force. In appropriate circumstances People Services may also make a judgement about whether to share the outcome of the report with management.

9. Responsibilities

9.1 Individual raising a workplace concern.

- Where possible aim to settle workplace concerns informally directly with the other party(ies) or with the line manager.
- Carefully consider the benefits of taking part in workplace mediation.
- Be willing to participate in an open discussion of the workplace concern whether at the informal or formal stage and where it is appropriate to do so.
- Take all reasonable steps to attend any meetings arranged to discuss the workplace concern.
- Read all relevant policy and procedure and guidance documents, including Guidance on Raising a Workplace Concern.
- Request support if required for either welfare purposes or to achieve resolution.
- In the event of making a request for formal resolution, ensure they provide all relevant information to the Formal Resolution Investigator at the commencement of the investigation.

9.2 Line Manager.

- Read policies and procedures and associated guidance, including the Guidance for Guidance for Line Managers of the Individual Raising Workplace Concern and Informal Resolution Toolkit using these to inform decision making which should consider organisational values, professional judgement (on the context and circumstances of each situation) and 'policing principles'. Decisions and subsequent action taken should be proportionate, legitimate, and ethical as informed by the NDM).
- Be aware that employees have the right to raise concerns, problems or issues about their workplace, working conditions or relationships with colleagues in good faith, without being subject to any detriment as a result.

- Recognise when members of their team might need additional support to help them resolve conflict, working collaboratively with the individual to try to resolve workplace concerns swiftly in a constructive way.
- Aim to meet with the individual to discuss their workplace concerns as soon as is reasonably practicable, in order to learn the reason why the individual is dissatisfied and to seek a resolution at the outset.
- Inform the People Business Partner of the individual's request for resolution at the outset as there may be an early opportunity to consider how the workplace concern could be resolved.
- Where appropriate, line managers to investigate a formal workplace concern.
- Where appropriate, all line managers must provide support if a member of their team is involved in the Formal Resolution Procedure i.e. the individual who has raised the workplace concern, witnesses, and the individual(s) subject of the workplace concern.
- Carefully consider agreeing to take part in mediation if this is required.

9.3 Formal Resolution Investigator.

- To properly investigate workplace concerns including whether similar issues have been raised before, how they have been resolved, and any follow-up action that has been necessary. This allows consistency and fairness of treatment.
- Ensure timescales are adhered to and update the parties involved regarding timeframes, where they are with their enquiries, or that their investigation has now concluded. It is important that all parties involved with the Formal Resolution Procedure should be kept up to date with the progress regularly. However, this should be done on an individual basis to ensure that confidentiality is maintained.
- To ensure that all formal resolution meetings are held in private and without interruption and that workplace concerns are treated with sensitivity and in confidence.
- Inform the People Resolution Centre / Casework Team if there are any concerns regarding welfare for any parties involved - whether the individual raising the workplace concern, any witnesses named in the workplace concern, or the subject of the workplace concern.
- Meet with the relevant People Business Partner and relevant Head of Department at the conclusion of the investigation to feedback their recommendations, the context for these and the learning. It may be necessary for the Formal Resolution Investigator to convey the recommendations / learning with the subject/s of the workplace concerns (specific to their own involvement) to provide some context and formal closure of the investigation. Advice should be sought from the PRC Consultant / Casework Consultant supporting the case as to how this should be addressed.

- There are a number of formal letters available to the investigator as part of the Formal Resolution Procedure. The letters provide information around an individual's right to be represented, where appropriate.

The following letters are to be sent to the individual who raised the workplace concern at the appropriate stage of the formal resolution investigation:

Confirmation that a Formal Resolution Investigation will take place – to be sent at the very start of the investigation commencing.

Detail of the Formal Resolution Procedure (specific to the case) to be Followed – to be sent after the initial investigation meeting.

Notification to Attend a Formal Resolution Meeting – to be sent at the conclusion of the investigation.

Confirmation of Decision Arising from Formal Resolution Procedure – to be sent after the formal resolution meeting has been held to confirm in writing the findings and outcome.

The following letter is to be sent to the subject of / individual named in the workplace concern (i.e. matters have been raised about them) at the appropriate stage of the formal resolution investigation:

Subject Invite to Investigatory Meeting

The following letter is to be sent to any witness (an individual who may have witnessed behaviour or events connected with the workplace concern and be able to provide relevant information or evidence) at the appropriate stage of the formal resolution investigation:

Witness Invite to Investigatory Meeting

- There are also letters and documents available to the Reviewer in the event an individual makes a request for a **Review of the Formal Resolution Investigation:**

Acknowledgement Invitation to Review Meeting.

Checklist for Senior Manager Conducting a Review.

NEW Acknowledgement Letter for Subject / Witnesses

9.4 People Services Responsibilities – Casework Team Manager.

- To own this policy and be responsible for revising it.

9.5 People Services Responsibilities – Casework Team.

- Advise and provide guidance to the Formal Resolution Investigator and Formal Resolution Reviewer.

- Advise the Formal Resolution Investigator that they must discuss/check welfare arrangements are in place with the individual raising the workplace concern, any witnesses named in the workplace concern and the subject of the workplace concern.

9.6 People Services Responsibilities – Casework Team / People Resolution Consultants

- People Business Partners (PBPs) to coach and support managers or other individuals responsible for the informal resolution of a workplace concern.
- The consultant assigned to support will approach the PBP to help identify suitable Formal Resolution Investigators, confirming they have the availability / capacity to undertake the investigation.
- Work with local management to review any recommendations arising from the Formal Resolution Procedure and where implementations are possible arrange for these to be actioned.
- Where there are general policy / procedural recommendations identified the supporting consultant will link in with the relevant policy / procedure owner to feedback those recommendations for consideration.
- Keep a rationale on record regarding the outcome of the recommendations and whether these have or have not been implemented.
- Share any lessons learnt locally and with the wider Force, if appropriate.
- Support welfare needs of individuals involved in workplace concerns as appropriate.

9.7 Workplace Mediation Service Responsibilities – Casework Team.

- To ensure referrals for mediation are allocated to a suitable mediator at the earliest opportunity.
- Act as a point of contact for any mediation related queries.
- To talk to potential participants in mediation about the process and evaluate suitability of workplace concerns for mediation.
- Update relevant parties about the allocation and conclusion of cases whilst maintaining appropriate levels of confidentiality.

9.8 Workplace Mediation Service Responsibilities – Mediators.

- To ensure referrals for mediation are progressed in a timely manner, whilst taking into account the needs and wishes of the parties involved.
- To talk to potential participants in mediation about the process and evaluate suitability of workplace concerns for mediation.

- To keep the Casework Team updated on the progress of cases.
- To maintain confidentiality around the content of mediation, with the exception of where a party raises issues of harm to self or others, or issues of serious misconduct, including those of a criminal nature.

10. Further Employee Support

10.1 Employee Assistance Programme.

The Employee Assistance Programme (EAP) may provide support for anyone involved in a workplace concern. This service can be accessed by visiting the Wellbeing Hub. If an individual is absent from the workplace and unable to access the intranet, details of the current EAP provider can be provided by the manager or by contacting the PRC. Individuals may also be able to access face-to-face counselling; however, the EAP also provides a range of other helpful information, for example support and guidance around managing stress. The service is completely confidential with no information about callers, or the nature of calls being given to Surrey Police and Sussex Police.

10.2 There may be circumstances where it is identified an individual would benefit from additional welfare support. In this instance, the Formal Resolution Investigator, Reviewer or People Services Casework Team will inform the relevant People Business Partner to consider what is appropriate. Please see the joint Force Welfare Officer Guidance for more information.

10.3 Wellbeing Hub.

The Wellbeing Hub is designed to provide links to a wide range of health and wellbeing information in one easy-to-use place; including how to contact the police chaplaincy for wellbeing support, as well as Mental Health First Aiders.

10.4 Backup Buddy App.

The free Backup Buddy App which can be downloaded on both work and personal phones, is a hub of information for those seeking help and advice to maintain good mental health. It also provides information and signposting if you or someone you know is in need of support, as well as tips for supervisors and practical advice.

10.5 Staff Networks.

The Forces have a number of support groups for police officers and police staff relevant to protected characteristics, as well as working closely with Unison and the Police Federation. The role of the support groups is to fully represent the views and needs of their members, ensuring that these are appropriately addressed and actioned.

11. Additional information

11.1 Where an individual raises a concern, problem, or issue about their workplace, working conditions or relationships with colleagues during a disciplinary process the disciplinary process may be temporarily suspended in order to deal with the workplace

concern raised. Where the workplace concern and disciplinary case are related it may be appropriate to deal with both concurrently. Where a workplace concern raised is wholly or mainly in respect of matters relating to a discipline case, it will be usual for this to be dealt with as part of the discipline process, either by referring the concerns to the discipline investigator or their supervisor, as appropriate, or by raising them at a discipline hearing.

11.2 It should be noted that it is not appropriate for individuals to demand disciplinary action, including dismissal, to be taken against another employee as a resolution to the workplace concern, they have raised about them. The workplace resolution process will determine whether the disciplinary policy should be applied.

11.3 The use of audio recording by an electronic device (e.g. mobile phone etc.) will not be permitted during any informal or formal workplace meetings between an individual and their manager(s). However, if an individual requests this as a requirement for a workplace adjustment in the context of disability as defined by the Equality Act 2010, this may be considered.

11.4 Any covert recording of any formal resolution meeting or private discussions during adjournment is strictly prohibited. It is requested that the individual and their police friend, trade union official, certified union representative or work colleague take their own belongings from the room during a break / adjournment.

11.5 Former police officer's, members of police staff or Special Constables may submit a request for formal resolution after they have left the Force. However, there is no statutory requirement to resolve workplace concern in these circumstances. The respective Force may decide to complete proportionate enquiries to investigate a workplace concern where it is felt appropriate to do so and this will be assessed on a case-by-case basis and dealt with internally. Alternatively, it may be appropriate to follow the full Workplace resolution procedure. Advice should be sought from People Resolution Centre, Casework Team Manager or Casework Team Leader.

12. Employment Data

12.1 This policy and procedure conforms to the UK Data Protection Legislation and all information related to an employee is personal and will only be available to those who need to be aware of it. This will usually be restricted to those in the management chain, People Services and as appropriate our Mediation Service, Occupational Health providers and our legal services advisor.

12.2 In accordance with the provisions of the UK Data Protection Legislation all documentation created will be available for the individual to view and for disclosure as part of any civil or court proceedings. Disclosure does not only apply to written material e.g. emails, reports, meeting notes etc. but also close circuit television (CCTV) and any telephone / mobile phone records. All information held should be factual, relevant, and respectful. It is expected that all parties involved in the workplace resolution procedure will maintain confidentiality, within the confines of disclosure, as appropriate.

12.3 Surrey Police and Sussex Police collect and process personal data relating to police officers and police staff to manage the employment relationship. It is important that employees understand how that data is collected and used in order to meet the Force's

data protection obligations. Further details can be located on by searching for 'Privacy Notice' via your Force Intranet.

12.4 Documents arising from a request for resolution may be shared as part of organisational learning and if requested by Government Constabularies such as the His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) as part of an annual mandatory inspection.

13. Supporting Documents

13.1

- Workplace Resolution Procedure Flowchart.
- Workplace Resolution Flowchart Overview.
- Workplace Mediation Information.
- Workplace Concerns Submission Form.
- Guidance on Raising a Workplace Concern.
- Guidance if Meetings Cannot Happen Face to Face.
- Guidance for Line Managers of the Individual Raising Workplace Concern.
- Guidance for Those Subject or Named in a Workplace Concern.
- Guidance for Witnesses Named in a Workplace Concern.
- Request for Review form

13.2 There are also a number of letters and additional documents contained within the Responsibilities section of this procedure available to Formal Resolution Investigators and Reviewers.

Team: People Services Department. Casework Manager