

GRIEVANCE AND RESOLUTION POLICY

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NORFOLK
CONSTABULARY



SUFFOLK
CONSTABULARY

GRIEVANCE & RESOLUTION

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Legal Basis

Legislation specific to the subject of this policy document:

- The Employment Rights Act 1996

**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](#)
- [Health and Safety at Work etc. Act 1974 and associated Regulations](#)
- [UK General Data Protection Regulation \(UKGDPR\) 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](#)
- ACAS Code of Practice on Disciplinary and Grievance Procedures
- Discipline and Grievance at Work: The ACAS Guide
- Anti-Bullying, Harassment and Victimisation Policy
- Sexual Harassment Policy

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1. Statement of Policy

- 1.1 This policy sets out Norfolk and Suffolk Constabularies' approach to addressing and resolving issues, concerns, or grievances raised by our officers and staff about their work or workplace. The 'Grievance Policy' has been renamed the 'Grievance and Resolution Policy' to highlight the focus on achieving amicable, informal, and early resolution, wherever possible and appropriate, before recourse to the formal resolution procedure.
- 1.2 Norfolk and Suffolk Constabularies ("the Constabularies") are committed to ensuring this policy complies with relevant legislation and general principles of fairness and that consultation has been undertaken with all relevant staff groups.
- 1.3 Unless we have expressly stated that a policy is contractual, all our policies and procedures are non-contractual (police staff). We may update our policies at any time following consultation with UNISON and/or Federation as applicable.
- 1.4 All our policies promote equality, eliminate unlawful discrimination and actively promote good relations regardless of a person's 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 the fair application of this policy and all officers and staff have a shared responsibility in ensuring its success.
- 1.5 This policy has been formally agreed via the approved policy development/review process. It will be maintained by the People Directorate in conjunction with the Central Policy Unit.
- 1.6 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.
- 1.7 The Director of People has overall responsibility for the effective operation of this policy and for ensuring compliance with the relevant statutory framework. Day-to-day responsibility for operating the policy and ensuring its maintenance and review has been delegated to the HR Managers, HR Delivery.

2. Applicability

- 2.1 This policy applies to police officers, police staff and special constables.

3. Adjustments

- 3.1 Due consideration will be given at all times to any adjustments requested by any individual involved in the grievance and resolution procedure. If an individual has difficulty at any stage because of a disability or because English is not their first language they should discuss the situation with their line manager, HR Advisor, or Resolution Manager involved in their case.

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4. Introduction

- 4.1 Individuals may, from time to time, have issues, concerns or grievances about their workplace, working conditions or relationships with colleagues or managers. Throughout this policy we will generally refer to these as 'workplace concerns'.
- 4.2 This policy provides a structure for addressing workplace concerns that an individual or a group raises, promptly and fairly. It details how informal and formal resolution will be managed and the different routes available for raising and resolving workplace concerns.
- 4.3 Informal routes can be line manager led resolution, HR led, or mediator led resolution. Where workplace concerns are unable to be resolved informally or the nature of it is not suitable for informal resolution, the formal resolution procedure can be used.
- 4.4 Examples of workplace concerns that may be raised under this policy include, but are not limited to:
- working practices,
 - pay, terms and conditions,
 - relationships within the workplace,
 - working environment,
 - health and safety,
 - organisational change,
 - unfair treatment,
 - sexual harassment,
 - bullying, harassment, or victimisation.
- 4.5 Many of the examples above may be able to be resolved informally but it will depend on the specific circumstances.
- 4.6 Please note that the Constabularies have separate force policies on 1) sexual harassment and 2) bullying, harassment and victimisation. The formal grievance and resolution procedure under this policy will still apply where a formal submission has been made about sexual harassment, harassment, bullying or victimisation, however the relevant above-named policy should also be referred to in such cases for fuller information on how such matters are managed in the Constabularies in general.
- 4.7 The Constabularies are committed to resolving concerns quickly and informally without going through a formal procedure wherever possible. Sometimes however an issue cannot be resolved informally, or for some serious or complicated issues an informal discussion may not be the best approach. For these circumstances there is the formal procedure.

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- 4.8 The informal and formal procedures are explained in detail below.
- 4.9 Where a group of individuals decides to collectively raise workplace concerns which are related, these will be managed in the same way as individual concerns raised. The collective individuals could speak to the Federation or UNISON (if they are members) with a view to raising it through them, or raise it themselves, for example by agreeing on one person from the group to raise it and act as spokesperson.

Existing Policy Review Mechanisms

4.10 The Grievance and Resolution Policy is not designed to replace existing policy mechanisms or structures, for example where there is a review or appeal procedure built into another policy specifically designed to address any procedural issues or concerns in those areas. These bespoke procedures enable the Constabularies to ensure that subject matter experts are involved from the start to resolve the issue as quickly as possible. Individuals should therefore check if their concern has a specific policy review or appeal route. The policies that currently have their own review or appeal process are:

- Disciplinary (police staff only)
- Misconduct (police officers only)
- UPP (police officers only)
- Capability (police staff only)
- Change Management (police staff only)
- Job Evaluation (police staff only)
- Secondments
- Career break
- Flexible working
- Recruitment (police staff)
- Vetting APP

4.11 Raising a workplace concern should not be about apportioning blame, but about achieving resolution. Victimisation is unacceptable and no individual must be treated unfavourably because they have raised a genuine workplace concern.

4.12 All workplace concerns raised will be considered on merit and evidence. Whilst the vast majority of concerns raised are well founded, if it is established that someone has deliberately raised false accusations, or as a form of bullying against a colleague or manager, this may be treated as misconduct and in serious cases could result in dismissal. Any such action will only be pursued after a full investigation into the matter.

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- 4.13 The presumption is that a workplace concern raised is done so in good faith. However, the Constabularies reserve the right not to address workplace concerns that are malicious or vexatious, or that merely repeat complaints that have already been made and addressed.
- 4.14 A malicious complaint is one that is made with the intention of causing harm, and the investigation has been shown to be without foundation. A vexatious complaint is one that is pursued, regardless of its merits, solely to harass, annoy or subdue somebody; something that is unreasonable, without foundation, frivolous, repetitive, burdensome or unwarranted.
- 4.15 It is recognised that individuals raising workplace concerns may often feel aggrieved and frustrated and therefore in identifying malicious or vexatious complaints, the focus will be on careful consideration of the merits of the case, rather than the attitude or behaviour of the complainant.

5. Informal resolution

- 5.1 It is hoped that the majority of workplace concerns can be resolved quickly through informal discussion. Addressing concerns informally and at the earliest opportunity minimises any negative impact on the morale and well-being of those involved and is also likely to have a positive impact on working relationships of those involved.
- 5.2 Managers are encouraged to contact their HR Advisor for advice in dealing with workplace concerns informally.
- 5.3 Where individuals are comfortable in doing so, it is usually a good idea to raise any issues or concerns informally with their line manager as they are most often the best person to help. If an individual does not feel able to raise issues or concerns with their immediate line manager, the individual may raise their concern with their second line manager or an alternative line manager if more appropriate, their HR Advisor, or alternatively with a UNISON or Federation representative who can facilitate this with them.
- 5.4 It is the individual's decision as to how they raise it, be that in person or email. The manager may then suggest an informal meeting to discuss the concerns. It is not necessary to put anything in writing at this stage, but all concerns will still be taken seriously. It would usually be helpful for the individual to give the manager some indication of the matters they would like to discuss before meeting with them so they can come prepared.
- 5.5 If the concern is about a colleague, the line manager will usually arrange to speak with them separately. If the concern is about a colleague in a different department, the line manager should make that individual's line manager aware, and a collaborative approach to resolution between all parties is likely to be an effective route.
- 5.6 For transparency, fairness and the right to respond, sufficient information must be shared with any individual who is a subject of the concerns raised, and also with the individual's line manager so that they can support them.

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If the concerns raised are about the individual's line manager, the HR Advisor will arrange for support to be provided by an alternative manager within their command/department. It will normally be appropriate to provide copies of any written evidence submitted by the individual, which may include any witness statements, at the informal stage to aid the resolution process.

- 5.7 All individuals must be given the opportunity to fully explain their own perspective about concerns they have either raised themselves, or had raised against them, and equally the opportunity to respond to any further concerns raised during the resolution process. Managers supporting the resolution process should not make any assumptions about information provided to them at the outset, and must take care to ensure that discussions remain non-judgemental.
- 5.8 The manager should keep a record of how they dealt with the individual's concern, such as having an informal meeting, what was discussed and any next steps agreed. The manager should then follow this up with the individual to ask if the concern has now been resolved, and if not, agree a way forward.
- 5.9 If it is not possible to resolve a matter through informal discussion, the line manager should speak to their HR Advisor to explore the option of workplace mediation where appropriate to the nature of the workplace concerns. The Constabularies encourage all individuals to engage in workplace mediation where appropriate before submitting a request for formal resolution. If the individual(s) concerned are willing to engage in workplace mediation, the process set out in the Mediation section will apply.

6. Formal resolution

- 6.1 If it has not been possible to resolve concerns informally with the line manager or via mediation, or if the concern is of a serious nature or not otherwise suitable for informal resolution, then a request for formal resolution can be submitted in writing.
- 6.2 The individual should do so using the Grievance and Resolution Form. This should be submitted within a reasonable timescale from when the workplace concern arose, or within ten calendar days of ending attempts at informal resolution where this has taken place, wherever possible. The form should be submitted to the individual's line manager. If the workplace concern involves the line manager, it should be submitted to a more senior manager instead or to HRDelivery@norfolk.police.uk.
- 6.3 The submitted form will form the basis of assessment to determine next steps. It is therefore important that the individual clearly sets out the nature of their concerns, including relevant facts, dates and the names of those involved, and also indicate the outcome they are seeking.
- 6.4 When a manager receives a Grievance and Resolution Form they should contact their HR Advisor as soon as possible to discuss next steps.

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- 6.5 The HR Advisor will assess the submitted form. In some situations, if the concerns raised are unclear, the individual may be asked to clarify this before any meeting takes place. It will also be assessed to see if the matter can be resolved informally (if appropriate), if this has not already been attempted or whether there is another activity, such as mediation, which may assist with informal resolution.
- 6.6 If there is any indication of misconduct in the submission, HR, and in consultation with PSD where this concerns a police officer, will decide if a misconduct/gross misconduct investigation is the most appropriate course of action. If no indication of misconduct is found the grievance and resolution procedure will continue. As circumstances dictate, a referral can also be made to misconduct or disciplinary procedures at any stage should this arise.
- 6.7 Where it is determined that the formal procedure should commence, HR Delivery will appoint a Resolution Manager without delay.
- 6.8 Where possible, the Resolution Manager will be appointed from within the individual's directorate/command, however, HR Delivery will ensure that the appointed Resolution Manager is impartial and that there is no conflict of interest between them and named parties in the case.
- 6.9 All relevant parties, i.e. those subject of, or named in, the workplace concern, will be informed that a formal grievance and resolution submission has been made. The line manager of anyone subject of or named will also be informed so that they can offer welfare support to the individual (unless the line manager themselves is a subject of or witness to the workplace concern).
- 6.10 It is usual procedure to invite the individual who made the submission to a meeting with the Resolution Manager to discuss their concerns as soon as possible, but in any event within ten calendar days of receiving the written submission. That said, there may be some exceptional circumstances where it is not possible to convene a meeting within ten days (e.g. where HR need to carry out some initial fact finding or verification, or where resources prevent it).

7. Right to be accompanied

- 7.1 Officers have the right to be accompanied by a Federation representative or police friend at any formal meetings.
- 7.2 Police staff have the right to be accompanied by a UNISON representative (if they are a member) or a colleague at any formal meetings.
- 7.3 UNISON and Federation representatives can provide support or advice to the individual during the course of investigations or meetings and, with the agreement of the chair, the representative may present the individual's case. UNISON and Federation representatives may not answer questions on the individual's behalf.

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- 7.4 There is no right to legal representation at any stage of the formal resolution procedure.

8. Grievance meeting

- 8.1 The meeting time, date and place will be notified to the individual, and their workplace companion if they are being accompanied, by the HR Advisor. If the individual, or their companion, cannot attend on the proposed date, another date can be suggested by them so long as it is reasonable and not more than five working days after the date originally proposed. This five-day limit may be extended by mutual agreement.
- 8.2 The meeting will be led by the Resolution Manager. An HR representative (usually an HR Advisor or HR Manager) will also attend to provide advice and guidance on the procedure.
- 8.3 The purpose of the meeting is to fully understand the workplace concerns and discuss how the individual might like to see it resolved. The individual will be given the opportunity to explain their case fully, and should be prepared to discuss any information they would like to be taken into account and/or share any relevant documents (for example relevant emails they have received). Any evidence from the informal stage may be used in the formal procedure. The meeting will be conducted by the Resolution Manager in a calm, impartial and fair manner.

Investigation

- 8.4 After the meeting, the Resolution Manager, with HR support, will usually need to take some time to consider the issues before responding. Workplace concerns do not normally involve issues where immediate decisions can be made, so care and thought will be put into resolving them.
- 8.5 It is usual that there will be a requirement for an investigation to be carried out by the Resolution Manager, proportionate to the concerns raised. Workplace concerns do not usually require the same depth of investigation as a discipline or misconduct case. The investigation could involve asking questions of the individual and any other parties involved, checking relevant documents or systems. If necessary, a further meeting with the individual may be arranged once more information has been obtained.
- 8.6 The Resolution Manager must regularly update all parties involved, for example regarding timeframes and where they are with enquiries. The Resolution Manager should establish the frequency of this contact with the individuals concerned in a 'contact agreement', e.g. weekly, bi-weekly, and manage expectations accordingly.

Timescales

- 8.7 The aim is to reach a resolution as quickly as possible. The Resolution Manager will provide an indication of when they expect to provide the individual with the outcome. The timescale must be reasonable and will depend on the complexity of the issues raised, as well as the number and

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availability of people involved, including those who need to be spoken to in relation to resolving the workplace concern. If the timescale changes, the Resolution Manager will ensure that the individual is kept up to date of progress and when they might reasonably expect a response and will keep all parties involved informed of any delays.

9. Outcome

- 9.1 The Resolution Manager will arrange to communicate the outcome to the individual at a face-to-face meeting, and on police premises, wherever possible. The Federation offices may be an alternative meeting location, on request, for officers. The outcome will also be confirmed in writing within a further seven calendar days and copied to the Federation or UNISON representative where the individual has requested this.
- 9.2 The individual will be informed of any action to be taken to reach resolution. If further action is to be taken with any individual who is a subject of the workplace concerns, then they (the subject) will be advised of this.
- 9.3 It should be noted that it is not appropriate for individuals to demand that misconduct or disciplinary action be taken against another officer or member of staff as a resolution to their workplace concern. The outcome of the grievance and resolution procedure will dictate whether any misconduct or disciplinary action should be taken.
- 9.4 If recommendations are made for the wider team, department or wider force, these will be referred to the relevant area who will review if these are practical, proportionate and can be implemented. All parties must take responsibility for putting solutions into practice once they have been agreed. It is important to note that not all recommendations may be implemented and this will be a business decision.
- 9.5 HR will ensure that any action to be taken is monitored and reviewed to ensure the action has been implemented effectively.

10. Appeal procedure

- 10.1 An individual may feel that the solutions offered under the formal procedure may not have effectively addressed their concern(s) raised. In such cases the individual may appeal.
- 10.2 If an individual wishes to appeal, they should submit this in writing to the HR Advisor, as directed in the outcome letter, within 14 calendar days of the date of the outcome letter (unless there are extenuating circumstances).
- 10.3 In making an appeal, the individual should set out the grounds, e.g.:
 - the formal resolution procedure was wrong or unfair;
 - the finding/outcome was unreasonable;
 - there was a misinterpretation by the Resolution Manager;

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- there was evidence provided which was not taken into account;
- there is new evidence relating to the original concern.

10.4 The appeal procedure is not a re-investigation of the case but its purpose is to review whether the decision reached, action to be taken and any further recommendations was reasonable.

10.5 Where the workplace concern is about another officer or member of police staff, HR will inform that individual, and their line manager so they can provide support, that an appeal has been raised.

10.6 Following receipt of the appeal, the individual will be invited to an appeal meeting. HR will confirm in writing the date, time and place of the meeting. The meeting will be held as soon as practicable, on police premises wherever possible. If there is any new evidence to be considered as part of the review, the individual must provide this to HR before the review meeting takes place.

10.7 The meeting will be conducted impartially, usually by a more senior manager who has not been previously involved in the case. An HR representative will also attend, for guidance on the procedure only.

10.8 At the meeting the individual will have the opportunity to explain the grounds of their request for review. Only the specific points that the review is based on may be discussed, since the appeal will not re-hear the entire case, unless there is justification to do so and has been agreed in advance.

10.9 Once the reviewing manager has considered all information provided, they will notify the individual of the outcome in writing without delay. Where possible they will also explain this in person. If the workplace concern involves another officer or member of police staff, that individual and their line manager will be updated on the appeal outcome, and any resulting recommendations or action to be taken.

10.10 The review will be the final stage of the formal procedure.

11. Mediation

11.1 Workplace mediation is a confidential and alternative way to resolve concerns informally. Mediators act as independent and impartial facilitators, to create a safe and non-judgemental environment for communication and dialogue between the parties to help resolve any workplace concerns and restore effective working relationships.

11.2 Workplace mediation may be appropriate to address a range of issues, including relationship breakdowns and communication problems. It can be useful to resolve conflicts either between colleagues of a similar job or grade, or between a line manager and their team members.

11.3 Workplace mediation will not be appropriate where a decision about right or wrong is needed, where an allegation of discrimination needs to be

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investigated or where it is used by a manager to avoid their managerial responsibilities.

- 11.4 Workplace mediation can be used at any stage, provided that any ongoing formal procedures are put on hold, but it is most commonly used prior to a formal meeting, or sometimes recommended as an outcome following a meeting. Whilst ultimately a voluntary process, individuals are strongly encouraged to participate in workplace mediation wherever offered to achieve resolution.
- 11.5 In the event that workplace mediation is appropriate, HR will appoint an impartial and neutral mediator (the Mediator), who will either be an external third party from outside the organisation or a trained colleague who has not been involved with the workplace concern previously.
- 11.6 The Mediator will not make decisions for the individuals involved or impose a solution on them. The Mediator will try to assist the individuals involved in reaching an agreed resolution.
- 11.7 Workplace mediation will usually involve the Mediator meeting the individuals involved in the mediation separately to explore the issues, establish the positions and consider the scope for resolution. This may lead to joint sessions or meetings between individuals and/or further separate meetings.
- 11.8 The Mediator may ask the parties to prioritise any concerns and aspirations, plus to consider any proposals that might meet the needs of the other individuals involved. The Mediator only shares information from individual sessions with the agreement of the individuals.
- 11.9 The ideal situation is to secure a mutually acceptable resolution, but that is likely to require compromise by the individuals. If a resolution is reached as a result of the meetings and discussions, the focus will turn to finalising any agreements or arrangements necessary to take the resolution forward and hopefully conclude the matter.

12. Raising a workplace concern during misconduct or disciplinary procedures

- 12.1 If an individual raises a workplace concern during a misconduct or disciplinary procedure, the misconduct or disciplinary procedure may be temporarily suspended in order to deal with the workplace concern.
- 12.2 Where the workplace concern and misconduct or disciplinary cases are connected it may be appropriate to deal with them concurrently.
- 12.3 If the workplace concern raised is wholly or mainly in respect of the matters relating to the misconduct or disciplinary case, it will be usual for this to be dealt with as part of the misconduct or discipline procedure.

13. Raising a workplace concern during an extended period of absence

- 13.1 If an individual raises a workplace concern during an extended period of absence such as maternity or adoption leave, or a career break for police officers, the individual has the same right for this to be dealt with as if they were in work. It may, however, be necessary to consider practical adjustments to the usual procedure which will be fully discussed with the individual concerned (and their representative if applicable).

14. Raising a workplace concern after having left the Constabulary

- 14.1 Former officers and members of police staff and special constables may submit a request for formal resolution of a workplace concern after they have left the Constabulary. There is not however any statutory requirement to resolve a workplace concern in these circumstances. If an individual wishes to do so they should write to the Director of People, setting out the details, the nature and basis of their concern. This must be submitted within four weeks of the last date of service or employment. The individual will need to provide all relevant details including facts, dates and the names of those involved.
- 14.2 HR Delivery will engage with the individual to help resolve their concern wherever possible and advise of any action which is proposed to be taken. The Director of People may decide that proportionate investigation should be undertaken and this will be decided on a case by case basis. The individual may also be requested to assist in the investigation, for example by answering questions about what happened or preparing a written statement. HR will do their utmost to provide an outcome and any action to be taken, within 21 calendar days of receipt of the request for resolution. This will be confirmed to the individual in writing.
- 14.3 Individuals exiting the organisations also have the opportunity to raise any workplace concerns in an exit-interview questionnaire which is issued to all leavers. Any concerns raised will be highlighted to the relevant HR Advisor who will liaise with the relevant line manager for resolution. If a serious issue is raised an independent manager may be appointed to investigate.

15. Confidentiality

- 15.1 It is of utmost importance that confidentiality and sensitivity is respected throughout the resolution process, both by the individual raising the workplace concern, and those providing support, investigating or reviewing. If any individual breaches their duty of confidentiality in relation to a workplace concern, this could be dealt with as a disciplinary or misconduct matter.
- 15.2 Depending on the nature of the concern raised, information may need to be shared with other parties and the Resolution Manager will make an assessment as to how much and with whom information is shared. It is important that those named know what the workplace concerned being

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raised is so that they are able to respond. They should also be made aware as to the findings, outcome and recommendations. It will not however be appropriate in most circumstances to share the entire information or written report. Information may for example be anonymised, summarised, redacted or certain information withheld. Some information may also be shared with individuals in the organisation in part where the outcome or part of the outcome affects them.

- 15.3 The individual who raised the workplace concern will be advised by the Resolution Manager of what and with whom information will be shared. They can raise any concerns they may have regarding this with the Resolution Manager.

16. Records and employment data

- 16.1 All correspondence and information documented arising from a request for resolution will be held on the individual's personal file and will only be available to those who need to be aware of it. This will usually be restricted to the individual's line management, HR Delivery and People Customer Services and as appropriate external mediation services.
- 16.2 Any documentation created under the resolution process which relates to the subject of a workplace concern raised, including the outcome concluded or action to be taken, will be held on that individual's personal file.
- 16.3 Subject to the individual's consent, all meetings held under the formal procedure will be audio recorded which will be held on the individual's personal file. A copy can be provided to them on request. A written summary of the meetings will also be made. Audio recordings of informal discussions or meetings will not usually be made. However, if an individual requests this as a workplace adjustment in the context of a disability, this may be considered.
- 16.4 The Constabulary recording will be the official recording of the meeting. Any covert recording of any formal meeting or private discussion is prohibited.
- 16.5 The Constabularies collect and process personal data relating to officers and police staff to manage the employment relationship. Further details can be found within the Privacy Notice available on the force intranet.
- 16.6 All records and data will be processed and retained in accordance with UK GDPR and Data Protection Act 2018.

17. Support available during the procedure

- 17.1 We recognise that going through the procedure may be stressful for everyone involved, whether it be the person raising the concern, or the person who a concern has been raised against, and different people respond differently to stressful situations. HR will do everything they can to minimise the risk of the process impacting upon individuals' mental health and supporting them through it. If someone has a mental, or physical, health

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condition which they have disclosed, adjustments will be made to the procedure as reasonably necessary.

- 17.2 The line manager remains responsible for the welfare of any member of their team involved in the informal or formal process. Any manager who is concerned about an individual's welfare or mental health should submit a management referral to Workplace Health. If the concern relates to the immediate safety of an individual who may be at risk of self-harm or suicide, the line manager must complete a SASH (suicide and self-harm) notification form as soon as this is identified. In such circumstances the decision may be taken to contact the family members/next of kin as held on the individual's file, as this risk would outweigh confidentiality obligations. The Wellbeing Team can offer support, signposting for individuals; this can be accessed by emailing wellbeing@norfolk.police.uk
- 17.3 Officers and staff are encouraged to contact their Federation or UNISON representative (if they are a member) for support where required.
- 17.4 For information and contact details on the Constabularies' wider support networks, please go to the Staff Support Networks pages of the intranet. These networks are available to offer advice and support to their members.

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