



Response Date:17/07/2026

2026/694 - Workplace policies

In response to your recent request for information regarding;

I request copies of the policies, procedures, guidance documents, standard operating procedures, manuals, toolkits, or other written material that were in force or otherwise used by your force between 1 August 2021 and 31 August 2023, relating to the following:

1. Equality, disability and reasonable adjustments in the workplace.

Attached Working with Disability Practice Guide, which then became the Working with Disability Policy.

2. Neurodiversity (including, but not limited to, ADHD, autism, dyslexia and dyspraxia).

Please see the answer to Q1.

From a training perspective, we use the Working with Disability Policy/ Managing Police Officers in their Probationary Period Policy and have inputs from Enable on the MLLP but there are not any other specific frameworks we use within force.

3. Performance management procedures for police officers.

The Police (Performance) Regulations 2020, linked [here](#).

4. Student police officer probation procedures and associated guidance.

Please find attached.

Managing Police Officers in their Probationary Period –specifically Reg 12 and Reg 13 for Probationary Officers

5. Guidance relating to the use of Regulation 13 of the Police Regulations 2003 (or any equivalent local guidance, procedures or checklists concerning the dispensation of probationary service).

Attached Managing Police Officers in their Probation Period Policy

6. Occupational Health referral policies or guidance, including any guidance regarding referrals involving disability, neurodiversity or performance concerns.

There is no OH policy/SOP/guidance as each person is assessed on their individual circumstances and recommendations are bespoke to them. Fitness advice slips are written by the clinician to identify any reasonable adjustments that can be made within the workplace.

Pencadlys yr Heddlu,
Glan-y-Don, Bae Colwyn LL29 8AW
www.heddlugogleddcymru.police.uk

Police Headquarters,
Glan-y-Don, Colwyn Bay LL29 8AW
www.northwales.police.uk

7. Any policies, guidance or procedures relating to disability passports, workplace adjustment passports, adjustment agreements, workplace adjustment plans, or the recording, implementation, monitoring or review of reasonable adjustments for police officers and police staff.

See attached Working with Disability Practice Guide, which then became the Working with Disability Policy.

8. Any policies, guidance, training materials or internal guidance provided to supervisors, line managers or senior officers regarding the management of disabled or neurodivergent police officers, including the identification of disability, consideration of reasonable adjustments, Occupational Health referrals, performance management, probationary service, capability procedures or Regulation 13.

This request includes, but is not limited to:

- * Force policies;**
- * Procedural guidance;**
- * Internal guidance documents;**
- * Manager guidance;**
- * Supervisor guidance;**
- * Checklists;**
- * Flowcharts;**
- * Aide-memoires;**
- * Standard operating procedures;**
- * Staff handbooks;**
- * Learning or briefing documents;**
- * Forms and templates used to record workplace adjustments;**
- * Training materials and presentations; and**
- * Any local guidance supplementing national guidance.**

Where a document was revised during the period specified, I would be grateful if you could provide the version(s) applicable at the relevant time.

Please see answer to Q2.

From a training perspective, we use the Working with Disability Policy/ Managing Police Officers in their Probationary Period Policy and have inputs from Enable on the MLLP but there is not any other specific frameworks we use within force.

Finally, please specify examples of what reasonable adjustments your force has previously made or would consider making for an officer with ADHD.

Reasonable adjustments made for an individual with ADHD would depend on the needs of the officer.

THIS INFORMATION HAS BEEN PROVIDED IN RESPONSE TO A REQUEST
UNDER THE FREEDOM OF INFORMATION ACT 2000, AND IS CORRECT AS AT 08/07/2026



**HEDDLU
GOGLEDD CYMRU
NORTH WALES
POLICE**

MANAGING POLICE OFFICERS IN THEIR PROBATIONARY PERIOD

Governance:	Senior Leadership Team		
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POLICY

CHANGE HISTORY			
Version No	Author	Changes	Ratification
2.1	HR Business Partner	Scheduled review and redraft	
2.2	HR Business Partner	Incorporated PSD comments and suggested amendments to redraft.	
2.3	Training Manager	Scheduled review and redraft	

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1. WHY IS THIS POLICY REQUIRED?

North Wales Police is committed to providing student officers with training and development in accordance with the Initial Police Learning and Development and the Police Education Qualification Framework.

The aim of this policy is

- To provide a Force-wide consistent approach in managing the performance and development and conduct of police officers in their probationary period.
- Ensure officers demonstrate satisfactory performance across a range of operational and academic (where appropriate) competencies in order to be confirmed in their appointment as Constable, Sergeant or Inspector
- Set out guidelines for working constructively with officers in their probationary period to support them in achieving the standards of behaviour, performance, conduct and competency required to allow them to complete the relevant portfolio and be confirmed in appointment.

2. WHO SHOULD USE THIS POLICY?

The policy applies to student officers (Constables) in their probationary period and to officers in their one year probationary period following a successful promotion board for Sergeant or Inspector.

Line managers are responsible for dealing promptly and effectively with unsatisfactory performance, attendance and conduct (where appropriate) of any officers within their probationary period.

3. WHAT SHOULD I CONSIDER WHEN USING THIS PROCEDURE?

The policy should be read in conjunction with the following documents:

- [Welsh Language Skills Policy](#)
- [Learning Policy: Procedure 2 - Assessment and Internal Verification Procedure](#)
- [Recruitment Policy](#)
- [Attendance Management Policy](#)
- [NPPF Procedures](#)
- [Operational Competence Portfolio Guidance](#)
- Home Office Guidance – Conduct Efficiency and Effectiveness – Statutory Guidance on Professional Standards Performance and Integrity in Policing
- Police Conduct /Performance Regulations 2020
- Code of Ethics

4. PROCEDURES**4.1 Managing Police Constables in their Probationary Period**

North Wales Police are committed to providing Student Police Officers with training in accordance with the Initial Police Learning and Development Programme (IPLDP) and the Police Education Qualification Framework (PEQF) covering the Degree Holder Entry Programme (DHEP) and the Police Constable Degree Apprenticeship (PCDA) and Pre-join entry route.

This procedure will ensure that Student Officers are given every opportunity to develop and become an efficient and well conducted officer. This procedure sets out the means of support provided and the formal action taken should there be concern that the Student Officer will not successfully complete their probationary period. Regulation 12 (Probationary Service in the rank of Constable) of the Police Regulations 2003 allows for this probationary period to be extended if deemed necessary. Regulation 13 (Discharge of a Probationer) provides the grounds on which a Chief Constable may dispense with the services of a Student Officer at any time during their probationary period.

4.1.1 The Probationary Period

The underlying purpose of the probationary period is to allow each Student Officer the opportunity to demonstrate they have reached the required standards to be confirmed in rank. North Wales Police will provide all the reasonable means to facilitate this process by demonstrating compliance in its procedures and consistency of approach within the performance management process for student officers.

The performance and attendance of individual Student Officers is a key element in the delivery of a quality policing service. Student Police Officers should know what standards of performance and attendance are required of them and be given appropriate support to attain those standards within their probationary period.

Dealing with Student Officers during their probationary period falls outside the procedures for dealing with officers under the Police (Performance) Regulations 2008.

4.1.2 Police Regulations

The Police Regulations relevant to Student Officers in their probationary period are as follows:

Regulation 12 (Probationary Service in the rank of Constable) of the Police Regulations 2003 allows for the probationary period to be extended if deemed necessary.

Regulation 13 (Discharge of a Probationer) of the Police Regulations 2003 provides the grounds on which a Chief Constable may dispense with the services of a Student Officer at any time during their probationary period.

Police Regulations 2003 clearly sets out the principles for the retention of Student Officers, as follows:

‘The Services of a Constable may be dispensed with at any time if the Chief Officer of Police considers that he/she is not fitted, physically or mentally, to perform the duties of his/her office OR that he/she is not likely to become an efficient or well conducted Constable’

Further detail in respect of the Regulations is provided within this policy.

4.1.3 Managing Police Constables in their Probationary Period Flowchart

NEED TO INSERT

4.1.4 Entry Routes & Probationary Periods

There are two entry routes into North Wales Police, which come under the Police Education Qualification Framework, as follows:

Police Degree Apprenticeship - PCDA (3 year probationary period)

During the three year programme, the Student Officer will complete a Degree in Professional Policing Practice, alongside their probationer training.

Degree Holder Entry Programme - DHEP (2 year probationary period)

Degree holders will complete a 2 year programme to achieve a Graduate Diploma in Professional Policing Practice alongside their probationer training

Diploma in Professional Policing Degree - Pre-Join (DiPP) – (2 year probationary period)

Both these programmes are facilitated in partnership with Bangor University, the Force's Higher Education Institution (HEI) provider.

The Force also has Student Officers recruited prior to the introduction of the PEQF programme on the IPLDP scheme, who also complete a **2 year probationary period**.

4.1.5 Probationary Periods for all entry routes

Approximate Timescales		
Months 1 - 6	Initial Training Phase	The Student Officers (both IPLDP & PEQF) are the responsibility of the Training Department and complete their initial training during this phase.
Months 7 - 9 for PEQF Student Officers	PDU tutor phase	Student Officers are allocated a tutor within the PDU.
Months 9 to 24 for IPLDP Student Officers	Independent Patrol Phase	If the tutoring phase is completed successfully the Student Officer will be able to commence Independent Patrol. They are still supported by their supervisor, An assessor and the Training Department to ensure that they continue to develop and complete their portfolio and Probationary Period.
	Year 1 Gateway to be achieved	DHEP & PCDA Student Officers
Months 13 to 24 for PEQF Student Officers	Independent Patrol Phase (FOC Portfolio)	If the tutoring phase is completed successfully the Student Officer will be able to commence Independent Patrol. They are still supported by their supervisor, an assessor and the Training Department to ensure that they continue to develop and complete their FOC portfolio and probationary Period.
	Completion of Qualification	DHEP Student Officers
	Confirmation in Rank	IPLDP & DHEP Student Officers
	Year 2 Gateway to be achieved	PCDA Student Officers
Months 25 to 36	Independent Patrol Phase continues	PCDA Student Officers only - Advanced Professional Development, other Learning and Development and Learning and Practice

	Completion of Qualification Confirmation in Rank	PCDA Student Officers
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Under the PEQF, student officers have to evidence proficiency in both their operational competence **and** achieve the appropriate standard in the submission of their academic assessments and assignments set by the HEI.

4.1.6 Support During the Probationary Period

Timely performance and attendance management is an integral part of a line managers' responsibility and managers/supervisors should let student officers know when they are doing well, or if circumstances arise, when the first signs are evident that there is a need for improvement.

Student Officers on occasions will under achieve in their operational competence and/or in their academic work and/or have sickness issues or minor breaches to the Code of Ethics such as Standards of Professional Behaviour. In these circumstances it is reasonable for the Student Officer to expect and receive support, guidance and/or suitable advice from the line manager, which can include reflective practice as outlined in section 4.1.10.

4.1.7 Supporting Development

Any of the following supportive actions or alternatives could be considered to develop the officer and should be recorded in the Student Officers Portfolio:

- On-going measurement against the National Occupational Standards as set out in the portfolios relevant to each entry route
- Recognising, recording and rewarding good performance.
- Coaching / mentoring
- 360 degree feedback
- Exposure to work in other departments
- Closer supervision and regular review of work by line manager
- Implementing more effective communication
- Reappraising duties and goals
- Workplace adjustments in relation to any disability
- Identifying motivational factors for the officer and opportunities to apply them.
- Correction of minor errors through supportive action.
- Development/Support Plans

The progress of Student Officers is monitored regularly by HR Officers, PDU, Training Department staff, Senior LPS Managers and the Resource Management Board.

4.1.8 Workplace Adjustments

Where it is identified that a Student Officer requires reasonable adjustment(s) due to a protected characteristic under the Equality Act 2010, full consideration should be taken of any appropriate reports/advice and sufficient time provided within any development plans to enable the effectiveness of the adjustment(s) to be fully assessed at future case conferences, e.g. the provision of additional training/equipment.

Support mechanisms such as 'Access to Work' should be considered when implementing reasonable adjustments. Guidance should be sought from the relevant HR representative. A disability may not always be apparent to the Student Officer, or their line manager, however as

soon as it is identified; the appropriate support must be put in place in accordance with the Equality Act 2010.

4.1.9 Development Plans

It is acknowledged that there will be occasions when the performance, attendance or conduct of a Student Officer falls short of the required standard. In such instances, it is reasonable for the Student Officer to expect to receive support, advice and guidance from their supervisor, from the Training Department and/or the HEI. This should initially be dealt with by means of tutorial meetings with the supervising officer and documented in the Student officers' portfolio.

A supportive development plan following the SMART pneumonic should be completed with agreed timescales for improvement, evidence should be gathered by the supervising officer, staff from the Training Department, and/or staff from the HEI as to any possible underlying causes of poor performance, which may include domestic or personal issues, work issues, e.g. bullying and harassment, underlying medical and disability related issues.

In drawing up a development plan at any stage to address any concerns, the following must be included in the plan:

- The specific areas requiring improvement
- The improvement that needs to be achieved, which needs to be measurable
- How the progress will be measured and evidenced
- Arrangements in place to assist the Student Officer
- Reasonable timescales for the improvements to be achieved
- Potential implications if actions within plan are not achieved by the student officer

4.1.10 Reflective Practice

Reflective practice is the ability to reflect on your actions and improve the way you work. It is considered a key skill in practice based professional learning. In order to maximise reflective practice, the Student Officer must be willing to continuously assess their practice and performance in consideration of any new learning. Further information can be found in the College of Policing guidance [here](#).

Agreed timescales for improvement should be set by the supervising officer, staff from the Training Department and/or staff from the HEI, if possible this should be between 1 to 3 months with regular reviews during this period to support improvement.

The reflective practice must be documented in the training course record book and/or student officer portfolio.

Ideally as a result of reflective practice, performance and attendance and conduct (as appropriate) will improve and continue at an acceptable level.

Where there is no improvement, insufficient improvement, or the improvement is not sustained over an agreed period of time, it will then be appropriate to refer it to Stage 1 Formal Action.

There may be exceptional circumstances where the matter needs to be considered immediately under Stage Two of the formal procedure, without having first completed the earlier stages of the sequential approach.

4.1.11 Guidance on Unsatisfactory Attendance

Where a Student Officer is absent through illness or injury, it is their responsibility to comply with the Force Attendance Management Policy.

If the sickness absence occurs during the Initial Training Phase, it must be managed by Training Department staff.

If the sickness absence occurs during the Tutoring phase the responsibility lies with the PDU Sgt to manage any necessary intervention.

If the sickness occurs during the Independent Patrol Phase/Bangor University it must be managed by their line manager, who must notify the Probationer Assessor Sergeant of the absence.

The relevant Training department supervisor will be responsible for notifying the Training Manager if a trigger point is reached during the probationary period. The Training Manager will make a decision on whether any action needs to be taken under Regulation 12/13 of the Police Regulations 2003. This will also be dependent on any previous development plans that have been implemented during the probationary period for attendance, performance, or conduct.

Any stress related absence must result in an immediate referral to the Force Occupational Health Unit.

Where the Student Officer hits a trigger point, a referral must be made to the Occupational Health Unit for a Force Medical Adviser review, and a decision made as to whether to progress the case via an Attendance Improvement Plan or through the formal Regulation 13 procedures.

No action should be taken to initiate the termination of the Student Officers services (whether under Regulation 13 Police Regulations 2003 or on medical retirement) without the full circumstances being referred to the Head of POD and written guidance being received.

Complying with the formal stages of the Regulation 13 procedures as described earlier will ensure that Student Officers who are absent or are unable to perform due to injury are managed appropriately and given support prior to any decision being made to terminate their services.

4.2 Guidance on managing student officers who are alleged to have breached the standards of behaviour

The Chief Constable has discretion to deal with Student Officers who have breached the Standards of Professional Behaviour within the Code of Ethics either by way of the Police Conduct Regulations 2008 or the Police Regulations 2003 (Home Office Circular 8.2005 refers). Link to the Home Office Guidance is available [here](#).

If a breach of the standards of behaviour have been highlighted during the student officers training programme then the severity of the behaviour will be assessed by the Training Manager. The PDU Inspector will take ownership of standards of behaviour during the tutor phase and District Inspectors will have ownership during Independent Patrol phase.

If a Student Officer is suspected to have breached Standards of Professional Behaviour then the matter must be referred to the Chief Superintendent Local Policing Services who will arrange a fact finding exercise to be carried out and relevant checks made on the Student Officer with the HEI, Training Department, PSD and line managers.

A decision will then be made as to how the matter should be dealt with - a number of options are available such as:

- No further action
- Reflective Practice
- Development Plan
- Stage 1 Regulation 13
- Stage 2 Regulation 13

- Formal investigation under the Police Conduct Regulations

If the Chief Superintendent Local Policing Services concludes a formal investigation should be conducted, an early meeting between the Training Department, Professional Standards Department and the Basic Command Unit (BCU) (if relevant) should be held to decide who is best placed to investigate the circumstances thoroughly.

Depending on the nature of the allegation it may be prudent for the initial investigation to be conducted by PSD or the BCU, to ensure the necessary safeguards under the Police Conduct/Performance Regulations 2020 are implemented. This will be considered to be the best course of action if the conduct of the Student Officer is likely to be gross misconduct and there is no previous history recorded against the student officer in relation to conduct/performance or sickness issues.

A formal investigation under the Police Conduct/Performance Regulations will not always be necessary when dealing with a Student Officer, especially if the same Student Officer has already been subject to previous development plans/reflective practice for performance, attendance or conduct during their probationary period. In these circumstances it is likely that the best course of action will be to instigate the formal Regulation 13 process without the need to carry out a formal investigation under the Police Conduct/Performance Regulations.

The previous history of a Student Officer in relation to attendance, performance and conduct are all relevant under the Regulation 13 process, and an overall assessment is constantly being made throughout the probationary period to ascertain whether the Student Officer is ***'fitted physically or mentally to perform the duties of their office and whether they will become an efficient or well conducted Constable'***. If there is any doubt in relation to this, the Regulation 13 process MUST be considered.

If a formal investigation has been conducted under the Police Conduct/Performance Regulations and there is a case to answer which has been admitted by the Student Officer, then PSD can refer the matter back to the Chief Superintendent LPS who will arrange for the case to be addressed via the Regulation 13 process, negating the need to hold a misconduct meeting/hearing. However, if the alleged breach of conduct is an isolated incident and it is not admitted by the Student Officer, then it is recommended that disposal of the case should be via the Police Conduct/Performance Regulations and not Regulation 13 (Kay V Northumbria (2010) refers).

If a decision is made to use the Regulation 13 process to deal with a conduct matter a decision will need to be made as to what stage of the Regulation 13 process is instigated.

Reflective Practice, Development Plan or a Stage 1 Regulation 13 case conference will be used to deal with minor misconduct.

A Stage 2 Case Conference must be held to deal with more serious misconduct where a formal investigation has been conducted under the Police Conduct/Performance Regulations or there is a pattern of behaviour or events that is giving cause for concern as to whether the Student Officer is ***'fitted physically or mentally to perform the duties of their office and whether they will become an efficient or well conducted Constable'***.

Regardless of what stage of the Regulation 13 process is instigated (Reflective Practice/Stage1, or Stage 2 Case Conference), the Student Officer will always be told how their behaviour fell short of the expectations set out in the Code of Ethics which includes Standards of Professional Behaviour, and will be given a copy of the evidence against them and be afforded the opportunity to make verbal and/or written representations.

4.2.1 Extensions to the Training or Tutor Phase

Where an extension of the training phase or the tutor phase is being considered, this **does not** require the Chief Constables approval, and is managed between the Training Department, HEI, HR and the relevant service area. An extension may be required if there is concern that the Student Officer is not ready to move on to the next phase of their probation. A meeting should be arranged to give the Student Officer an opportunity to make their representations. This should be documented in the portfolio, and the Student Officer can record their representations within it.

4.3 REGULATION 12 POLICE REGULATIONS 2003 – Extension of Probationary Period (Post Tutor Phase)

Line managers are responsible for dealing promptly and effectively with unsatisfactory performance and or/attendance of student officers.

Circumstances that could lead to an application under Regulation 12, Police Regulations 2003 are:

- Protracted absence through sickness/injury
- Protracted absence through any relevant protected characteristics
- To facilitate timescales for reasonable adjustments to be implemented and monitored effectively
- The implementation and monitoring of reasonable adjustments being put into place and the impact of this on confirmation timescales
- Suspension from duty awaiting the result of a PSD investigation
- To facilitate the Regulation 13 process
- Unable to carry out operational duties through injury/illness e.g. long term restricted/recuperative. (Every effort must have been made to accommodate the Student Officer in a role that enables them to continue working to complete their portfolio and probationary period).

The above list is not exhaustive but provides examples of where it may be prudent to apply for an extension to ensure the Student Officer is given every opportunity to prove that they can reach the required standard and be confirmed in rank.

There are a number of circumstances where it may be appropriate to extend the probationary period of a Student Officer. If it is felt appropriate to apply for an extension to the probationary period, it is the responsibility of the line manager to raise their concerns initially with the Probationer Assessor Sergeant who will look closely into the individual circumstances of the case e.g. sickness levels, exam and assessment results, student portfolio completion and progress, the level of support the officer requires in relation to their length of service and any other information that may assist in the decision making process.

A meeting will be arranged with the Student Officer, the Probationer Assessor Sergeant, the line manager, HR and a Federation representative before progressing a Regulation 12 report outlining the case to the Chief Constable to request authorisation of an extension. The Student Officer will be informed in writing of any such decision.

An extension of probation is not automatic, and on occasions will be declined. If this does occur, a review of the evidence will be made by the relevant line manager and a Regulation 13 file as opposed to a Regulation 12 file needs to be prepared for the case.

It should be noted that any issues of poor attendance and/or performance should be dealt with at an early stage to allow for the process to be completed within the probationary period – i.e. first 2 years (for IPLDP/ DHEP & Prejoin), or 3 years (for PCDA). The extension of service can be requested at any stage of the performance and/or attendance process to ensure the process can be concluded within the probationary period.

In respect of the performance/ attendance/conduct issues of a Student Officer, the request for Regulation 12 should be accompanied by a detailed report.

4.3.1 Procedure for Extensions

Where an extension is felt necessary, the following procedure should be followed:

- As a guide, extension requests should not be made any later than week 90 (unless there are exceptional circumstances beyond this point) of the 2 year probationary period, or week 142 of the 3 year probationary period
- A meeting should be arranged between the Student Officer, their line manager, Probationer Assessor Sergeant, Area Inspector and HRTSO to discuss the reasons why an extension is required and to allow the Student Officer to put forward their views.
- The Student Officer must be given seven days' notice of the meeting and is entitled to Federation Representation at the meeting.
- The notes of the meeting along with an Extension Request Form with a recommendation should be provided to the Head of People & Organisational Development, who will advise the Chief Constable and seek written confirmation from the Chief Constable of approval of the extension. A copy of the notes and Extension Request Form will also be provided to the Student Officer and they will be given an opportunity to raise any points of contention.
- Following a decision by the Chief Constable, the Student Officer will be provided with the rationale for the decision.

If the Chief Constable decides that an extension is not appropriate and that the formal Regulation 13 Process should be invoked then the Line Manager will be advised in writing so that Stage One can be arranged.

Where an extension is granted by the Chief Constable, then the Student Officer will continue to be supported and monitored to try and ensure successful completion of the Portfolio and probationary period.

The Student Officer's probationary period automatically ceases at the end of the first two/three years' service as appropriate to the entry route of the Student Officer, unless a decision to extend is made before the end of the period. This also applies to subsequent extensions.

4.3.2 Progressing from Regulation 12 to Regulation 13

If a decision is made not to extend a Student Officers probationary period and they have not been able to demonstrate that they have reached the required standard, then a Stage 1 Regulation 13 case conference will be held to give the Student Officer an opportunity to make representations with their Police Federation representative. At the conclusion of the case conference, consideration will be given in respect of accelerating the case to a Stage 3 Regulation 13 case conference whereby the Chief Constable will decide whether the Student Officers' services will be dispensed with under Regulation 13 Police Regulations 2003, or whether an extension of probation under Regulation 12 should be given.

4.4 REGULATION 13 POLICE REGULATIONS 2003 – Discharge of a Probationer Constable

4.4.1 Discharge of a Probationer - Invoking the Formal Regulation 13 Process

If at any stage during the two year probationary period issues are highlighted which are forming a pattern and/or giving serious cause for concern and there is doubt over whether the officer is fitted, physically or mentally, to perform the duties of their office, or that they are not likely to become an efficient or well conducted officer, the Regulation 13 procedure may be invoked. For example concerns over development, performance, attitude, and behaviour are all areas which could cause concern. This list is by no means exhaustive.

It is the requirement of the Force Welsh Language Policy that all Student Officers achieve level three Welsh within the first twelve months of service. Student Officers will be supported and encouraged to make use of their Welsh language skills when the opportunity arises during their probationary period. Failure to achieve level three by the end of the first twelve months of service will be a consideration under Regulation 13.

Where misconduct issues arise, advice should be sought from the Professional Standards Department however it should also be noted that the Chief Constable has the discretion to address misconduct issues through Regulation 13 providing this adheres to the [Home Office Guidance](#).

During the training phase if there are serious concerns about the Student Officer as described under 4.4.2 below then this may be grounds for invoking Regulation 13. If a Student Officer fails to pass an exam or assessment, even after re-sitting, then this may also be grounds for invoking Regulation 13. Each case will be considered individually in making a decision on how to proceed.

At any point during the probationary period in exceptional circumstances, consideration may be given by the relevant Senior Management Team to refer a Student Officer direct to Phase 2 of the Formal Regulation 13 Process. An example of exceptional circumstances may be a serious injury, or medical condition that will prevent the Student Officer from being able to carry out the Police Officer role on a long term and/or potentially permanent basis;

The rationale for taking this approach must be provided in writing to the Chief Constable and to the Student Officer.

4.4.2 Evidence for the Formal Regulation 13 Procedure

Where a Line Manager has grounds to believe that a Student Officers' progress may lead to discharge under this procedure, the student officer training course record and/or the Portfolio must have been used to record:

- Areas of concern and discussions about these with the Student Officer.
- Supportive action (see Section 4.1.7) including Development Plans applied.

4.4.3 Carrying out the Formal Regulation 13 Procedure

For each stage of the Formal Regulation 13 procedure, the following procedure should be followed:

- Line manager/HEI to document rationale to Training Manager/Area Inspector
- A formal **written invitation** must be provided to the Student Officer **seven days in advance** of the Case Conference setting out the **date, time and location** and providing a summary of the reasons why performance and/or attendance is believed to be unsatisfactory with copies of all relevant evidential documentation that will be relied upon, including any case file, and any action taken so far by the Line Manager to address the areas of concern. The evidence must also be included within the Student Officers Portfolio
- The invitation must also set out all the **possible outcomes** of the conference, including the fact that their service with North Wales Police is at risk
- Welsh speaking Student Officers should be offered the opportunity to use their language of preference within meetings/conferences, and this should be included in the invitation.
- The Student Officer must be advised that they are entitled to seek advice from a Police Federation representative, can be accompanied at the meeting by their representative, and will be provided the opportunity to make their representations in the conference in respect of the issues causing concern

- The invitation should ask the Student Officer whether he/she intends to raise any **welfare/medical issues** not previously disclosed to the Force which may have had an impact on their performance and/or progress
- The Student Officer or their representative should provide any documents they wish to rely upon in the conference at least 3 days prior to it.
- During the conference, opportunities to support, develop and educate the individual will be considered alongside reflective practice, and a SMART Development plan if appropriate will be agreed outlining areas where the officer must improve (an extension may be required under Regulation 12 to facilitate this).
- Any development plan/reflective practice will be regularly reviewed and monitored by the line manager responsible for the Student Officer. The development plan/reflective practice will be stored in the Student Officers portfolio.
- Any workplace adjustments will be considered
- If an extension is being sought during the Formal Regulation 13 Process, then there is no requirement for a separate meeting to discuss the extension. This can be discussed as part of the relevant Regulation 13 Meeting phase.

4.4.4 Taped or Digital Recording of Meetings

Meetings/Case Conferences as part of the formal process can be taped or digitally recorded if required to assist in ensuring a thorough documentation of the discussion, but at request rather than as a matter of course.

The following guidelines should be followed if this is the case:

- Seeking the officers' consent at the commencement of the meeting.
- Advise that a copy of the recording would be made available to the officer after the meeting.
- If the officer does not give consent for the meeting/conference to be tape recorded, their wishes must be respected.
- Retain a copy of the tape recording and any written meeting/conference notes on the electronic personal files.

4.4.5 Stage 1 - Formal Action Case Conference

Actions Initiating Stage:	If a Student Officers performance, attendance or conduct continues to cause concern, supervising officers must treat each case on its own merits, and consider all the pertinent facts available at the time. The matter must be documented and referred to the Probationer Assessor Sergeant or the officers' line manager.
Attendees At Stage One:	• Training Manager/ Area Inspector (as appropriate) • Relevant member of the PDU/Assessor Team • Line Manager (Sergeant or Police Staff equivalent) • HR Officer • Student Officer • Police Federation Representative
During Stage One:	The purpose of the Case Conference is to formally highlight the areas of concern and discuss opportunities to support, develop and educate the individual will be considered including reflective practice and a SMART development plan (if appropriate) will be agreed outlining areas where the officer must improve.

Stage One Outcomes:	• Reflective Practice • Development Plan and/or; • Other Supportive Action; • Potential Extension.
Following Stage One:	A full record of the Case Conference should be provided to the Student Officer within five working days and a copy placed in the Portfolio including any Reflective Practice and/or Development Plan/s agreed. Any comments or points of contention raised by the Student Officer should be also added to the portfolio.
Review:	Development plans will be regularly reviewed and monitored by the line manager. If there is no further cause for concern within the timescales set, this should be noted in the Portfolio and no further action is necessary. Consideration to move to Stage 2 of the process will be made if the development plan is not achieved or sustained throughout the remainder of the probationary period. The Line Manager should document the details to the Training Manager/Area Inspector who will advise the Area Superintendent to commence Stage Two of the process. <u>Exceptional Circumstances</u> In exceptional cases, it may be necessary to progress immediately to Stage 2. This will occur when the conduct of the Student Officer could amount to gross misconduct or the conduct/attendance and performance taken together is so poor that it is reasonable to by-pass the first two stages and progress straight to a Stage 2 Case Conference. The rationale for doing this must be clearly documented.

4.4.6 Stage Two – Formal Case Conference with LPS Area Superintendent

Actions Initiating Stage:	The purpose of the Case Conference is to review the Students Officers under performance and /or poor attendance and /or conduct and to discuss with them the reasons why they are still failing to reach the standards expected of them as a Police Officer. All documentation completed so far (minutes of meeting, the evidence of the concerns, development plans etc.) should be provided to the Area Superintendent to review. The officer is invited to attend a Case Conference.
Attendees Stage Two:	• LPS Area Superintendent (Chairperson) • Student Officer • HR Representative • Police Federation Representative • Relevant member of the Training Department/PDU/ Assessor Team
During Stage Two:	During the Case Conference consideration will be given as to what further strategies can be put in place to ensure the Student Officer improves their performance and/or attendance and/or conduct. Opportunities to support and develop the Student Officer will once again be considered and reflective practice/a final SMART development plan may be agreed, outlining specifically which areas they must

	improve on. Everyone at the meeting will be allowed to make their representations. A decision may also be made not to set a development plan if it is apparent at the end of the Case Conference from the evidence presented that the Student Officer is unlikely to become 'an efficient and well conducted constable or that they are not fitted physically or mentally to perform the duties of their office'. The Stage 2 Development Plan set must be for a period of time which allows the objectives to be achieved but must not be set for more than 3 months. The Student Officer will be informed that failure to achieve this Stage 2 Development Plan will result in a recommendation being made that their services should be dispensed with under Regulation 13, and a Stage 3 Case Conference arranged.
Stage Two Outcomes:	• Recommendation to dispense with services (i.e. progression to Stage 3 for the Chief Constable's determination) or; • Recommendation to retain the officer with reflective practice and/or a development plan in place.
Following Stage Two:	A full record of the Case Conference should be provided to the Student Officer within five working days of the meeting and a copy placed in the Student Officers portfolio. The Student Officer must be given the opportunity to indicate whether they agree or disagree with the record of the Case Conference. Any comments or points of contention raised by the Student Officer should be added to the portfolio. The recommendation and all documentation completed so far should be provided to the Head of POD to prepare the case for the Chief Constable. Successful completion of the Stage 2 Development Plan will result in no further action providing their performance or attendance or conduct does not give cause for concern throughout their probationary period. If a Student Officer gives cause for concern again during their probationary period after a Stage 2 Regulation 13 Case Conference regarding their performance and/or attendance and/or conduct then the matter will be referred immediately to the Head of POD recommending that their services be dispensed with under Regulation 13 of Police Regulations 2003. If this occurs the Police Federation will be notified and full disclosure of the case will be given to the Student Officer and they will be given an opportunity to make verbal and/or written representations before the final decision is made by the Chief Constable. The Chief Constable is the only person who can make a decision to dispense with the services under Regulation 13 of Police Regulations 2003.

4.4.7 Stage Three – Formal Case Conference with Chief Constable

Actions Initiating Stage:	The Head of POD will provide a case file to the Chief Constable. The officer is invited to attend a Case Conference.
Attendees At Stage Three:	• Chief Constable • Senior HR Business Partner/ HR Business Partner • Student Officer • Federation Representative • Relevant member of the Training Department/PDU/Assessor Team • Any other person determined by the Chief Constable
During Stage Three:	The Chief Constable will consider all the documentation and the recommendation made by the LPS Area Superintendent. Everyone at the Case Conference will be allowed to make their representations. This is a final opportunity for the Student Officer to state their case, and appeal against the recommendations of the Area Superintendent.
Stage Three Outcomes:	• Decision to dispense with services or; • A decision to retain the officer and; • An Extension if required and/or; • Reflective Practice and/or a Development Plan.
Following Stage Three:	A full record of the Case Conference should be provided to the Student Officer within five working days and a copy placed in the Portfolio. The Student Officer must be given the opportunity to indicate whether they agree or disagree with the record of the meeting. Any comments raised by the Student Officer should be added to the Portfolio. The full Regulation 13 Case File will be placed on the Students Officers' personal record. If a decision was made to dispense with the services of the Student Officer they will be informed by the Chief Constable within one day of the meeting and the relevant actions will be taken by Human Resources to progress the Student Officer's exit from the organisation. This will include arranging a month's pay in lieu of notice. There is no appeal route. If a decision was made to retain the services of the Student Officer, the Chief Constable will set out any conditions that must be met by the Student Officer and this will be reviewed at the appropriate time.

4.4.8 Following Regulation 13

If at any point within the remaining probationary period there is a relapse by the Student Officer and concerns are raised again about their suitability to be a Police Officer, whether the issue is the same or not, the following procedure should be followed:

- The supportive action outlined in section 4.1.7 of the procedures should have been considered and relevant actions applied

- If the supportive action did not resolve the concern, then the Regulation 13 procedure would re-commence at the stage which was reached previously i.e. if Stage 2 had previously taken place, then the procedure would recommence at Stage 2. The only exception to this is where an officer had previously reached Phase Three – in this case the officer would return to Stage 2 in order to give a fair opportunity for them to represent themselves.

Important Note - For IPLDP Student Officers who are currently in the Regulation 13 process, a 4 stage Regulation 13 process will still apply – further guidance on this can be obtained from the HR Business Partner for LPS.

4.5 Resignation

Under no circumstances should the Student Officer be persuaded to resign as an alternative to the procedure outlined above. If a Student Officer tenders their resignation, they must submit a report to their Line Manager, outlining the reasons for the resignation and the resignation date.

The Line Manager will then forward the resignation to PSD for them to confirm whether there is any ongoing investigation which might prevent them from resigning. If there is no reason to prevent acceptance of a resignation, then HR will be advised and will commence the leavers process. The Chief Constable will also be advised of the resignation.

If PSD highlight an issue then discussion will take place as to the appropriate course of action.

4.6 References Post Discharge/Resignation

Please refer to the References Policy and Procedure for details of what will be included in a reference when requested by a future prospective employer. There are a number of standard reference templates for different scenarios, including for discharge under Regulation 13, to ensure fairness and consistency.

4.7 Complaints or Road Traffic Collision (RTC)

If a Student Officer approaching the end of their probation is subject of a live complaint, investigation or RTC, then a discussion will take place as to whether they can be confirmed in the rank of Constable or not. The relevant Superintendent, the Head of People & Organisational Development, a representative from PSD and a Federation Representative will discuss the case in order to make a recommendation. If the recommendation is that they should proceed to be confirmed in rank, and the confirmation process will commence. If the recommendation is that they cannot be confirmed in rank until the issue has been resolved, then an extension will be considered as per Regulation 12 as detailed earlier in this procedure.

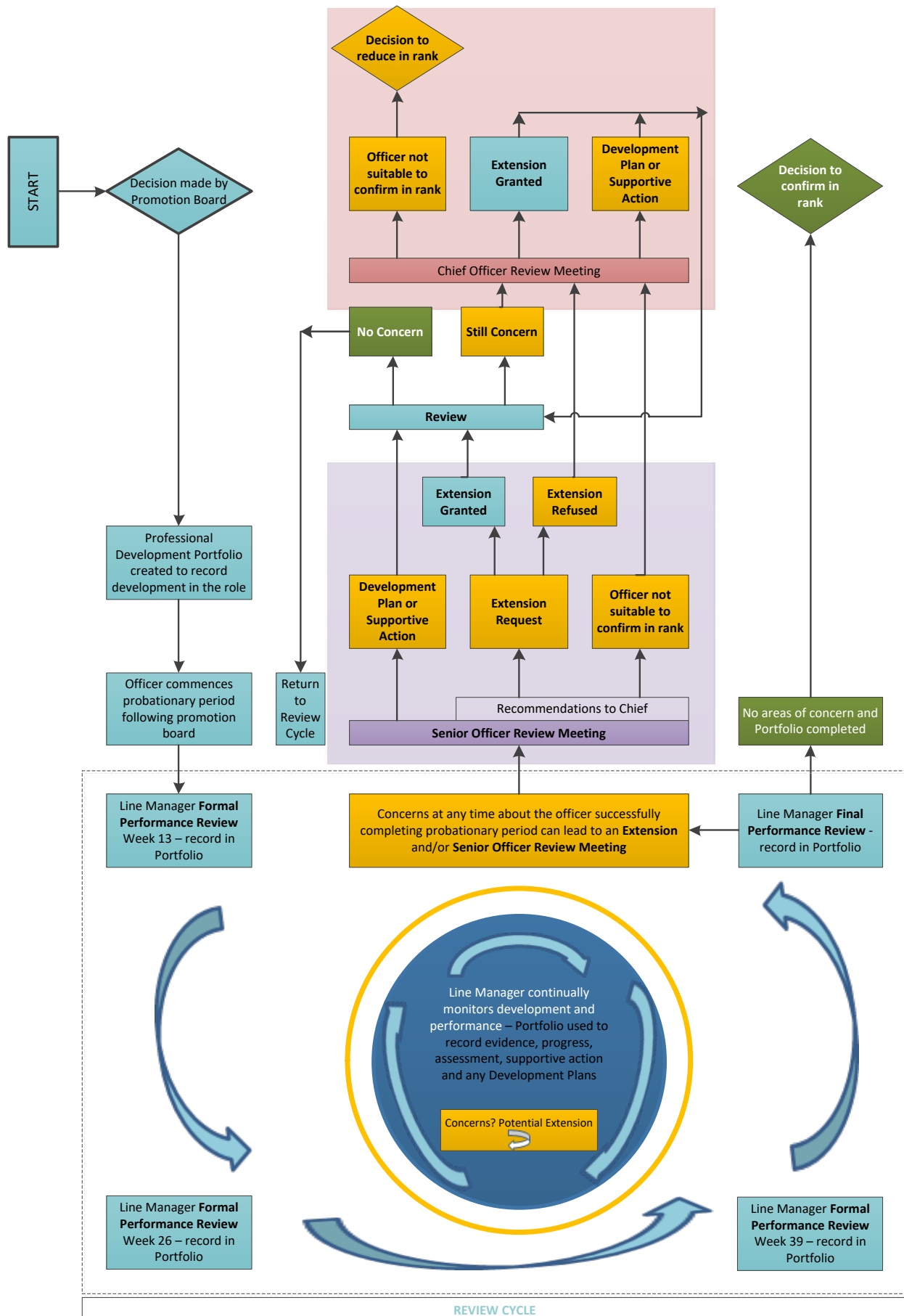
4.8 Confirmation in the Rank of Constable

Once a Student Officer has fully completed their Portfolio, and where relevant achieved the qualification as stipulated in their entry route (DHEP/PCDA), and there are no other areas of concern, the Portfolio will be verified and signed off by the Training Department. A Confirmation of Appointment form will be completed and sent to the Chief Constable. The Chief Constable will then confirm completion of the probationary period in writing to the Student Officer. Confirmation of rank should not be given before the end of the two/three year probationary period (as appropriate) as per Annex C of Regulation 12 of the Police Regulations. This also ensures that the Student Officer has been given full opportunity to demonstrate their competence.

4.10 Managing Sergeants and Inspectors Following Promotion Probation Procedure

This procedure will ensure that officers are given every opportunity to develop and become an efficient and effective Sergeant or Inspector following a successful promotion board. Any officer successfully completing the assessment process for promotion to Sergeant or Inspector will now complete the National Police Promotion Portfolio during the 12 month probationary period. This will lead to an NVQ qualification at the relevant level. As well as completing the portfolio the officer is required to evidence that their performance, knowledge, attitude and behaviour are all at the required standard for them to become a substantive Sergeant or Inspector. This procedure sets out the means of support provided and the formal action taken should there be concern that the officer will not successfully complete their probationary period.

4.10.1 Managing the Performance and Development of Sergeants and Inspectors Following Promotion Probation Flowchart



4.11 Support During the Probationary Period

4.11.1 Supporting Development

It is the responsibility of Line Managers to monitor the development and ensure achievement of the potential of officers under their supervision, supported by the Training Department and HR where necessary. The following actions should be carried out:

- On-going measurement against the National Occupational Standards as set out in the Professional Development Portfolio.
- Recognising, recording and rewarding good performance.
- Identifying motivational factors for the officer and opportunities to positively emphasise these.
- Correction of minor errors through supportive action.
- The use of Development Plans, logged in the Portfolio to address any initial concerns.
- Three interim performance reviews will be carried out at weeks 13, 26, 39 and a final performance review no later than one month before the end of the probationary period.
- The progress of officers is monitored regularly by HRTSO's, Training Department and Senior LPS Managers via a progress overview. It is also monitored through the People and Organisational Development (POD) Senior Management Team.

4.11.2 Supportive Action

Any of the following supportive actions or other alternatives could be considered to develop the officer and should be actioned promptly and recorded in the Portfolio:

- Attending appropriate training courses.
- Coaching or mentoring.
- Exposure to work in other departments.
- Closer supervision and review of work by the Line Manager.
- Instituting more effective two-way communication.
- Reappraising the employee's job duties and targets.¹
- Workplace adjustments in relation to any disability.

¹ The targets referred to are those necessary to support officers to achieve and demonstrate the standard required for a Sergeant or Inspector and are not numerical quantitative performance targets.

4.11.3 Development Plans

In drawing up a supportive Development Plan at any stage of the process the following should be specifically included in the plan:

- The specific areas requiring improvement.
- What improvement needs to be achieved – this must be achievable and measurable.
- How the progress will be measured and evidenced.
- What arrangements will be in place to assist the officer to achieve the Development Plan.
- Within what time scales the improvements must be achieved (this must allow a reasonable period of time for the officer to be able to achieve the improvements).
- Potential implications if actions within plan are not achieved by the student officer

4.12 Extensions to the Probationary Period

During the course of an officers' probationary period, there may be a requirement for the probationary period to be extended. Circumstances that may necessitate an extension to the probationary period are where there is concern that the officer will not be able to complete their probation within the 12 month period. Examples include:

Pregnancy / Maternity Leave/Paternity	An officer may require an extension if they are unlikely to be able to complete their portfolio and probationary period within the 12 month period due to maternity or paternity leave.
Long Term Sickness Absence From Work	An officer may require an extension if they are unlikely to complete their portfolio and probationary period within the 12 month period due to a long term period of sickness absence.
Long Term Recuperative or Restricted Duties	An officer may require an extension if they are unlikely to complete their portfolio and probationary period within the 12 month period due to a long term period of recuperative or restricted duties. Every effort must have been made to accommodate the officer in a role that enables them to continue working to complete their probationary period.

4.12.1 Evidence for the Extension

Where a Line Manager has grounds to believe that an officers' progress is cause for concern and that they may not achieve the required level of competence and performance to be confirmed in rank as a Sergeant or Inspector within the 12 month period the Portfolio must have been used to record:

- Areas of concern and discussions about these with the officer.
- Supportive action (see 4.11.2) including Development Plans must have been applied.

4.12.2 Procedure for Extensions

Where an extension is felt necessary, in line with Regulation 5 of The Police (Promotion) Regulations 1996 the following procedure should be followed:

- By no later than the 9th month of the probationary period, the Line Manager of the officer sends a report to the relevant Chief Inspector, HRTSO and Training Department outlining the reasons why an extension is required.

- A meeting is arranged between the officer, Line Manager, relevant Chief Inspector and HRTSO to discuss the reasons why an extension is required and to allow the officer to put forward their views.
- The officer should be given seven days' notice of the meeting and is entitled to Federation Representation at the meeting.
- The notes of the meeting with a recommendation should be provided to the Head of People Services.
- A copy of the notes and recommendation will also be provided to the officer and they will be given an opportunity to raise any points of contention.

4.12.3 Decision on Extension

If the recommendation is to extend the probationary period, the Head of POD will advise the Chief Constable and seek written confirmation from the Chief Constable of approval of the extension using the relevant template.

Following a decision by the Chief Constable, the officer will be provided with the rationale for the decision.

If the recommendation is that the officer does not require an extension then the Head of POD will sign off the recommendation and confirm the decision to the officer along with the rationale for the decision.

If the Chief Constable has concern over the officers' ability to complete their probation, they can invoke a Phase One Senior Officer Review.

If the extension request is granted by the Chief Constable, the Line Manager continues to be responsible for monitoring the development of the officer. If there still remain concerns that the officer will not complete their probationary period and become a competent Sergeant or Inspector, then a Phase One Senior Officer Review can be invoked.

Alternatively, if at any stage during the 12 month probationary period issues are highlighted which are forming a pattern and/or giving serious cause for concern about the officers' ability to complete their probation and become a competent Sergeant or Inspector, then the Senior Officer Review may be invoked without any extension having previously been considered.

4.12.4 Formal Review Process

The following applies prior to either a Phase One or Phase Two meeting being held:

- A **written invitation** must be provided to the officer **seven days in advance** of the planned meeting setting out the date, time and location of the meeting and providing all relevant documentation that will be referred to including any case file.
- The invitation must clearly state the **reasons why the meeting is being held** and **what has been done so far** to address the areas of concern.
- The invitation should also set out the **possible outcomes** of the meeting.
- The grounds surrounding the areas of concern must be fully evidenced within the Portfolio.
- The officer must be advised that they are entitled to seek advice from a Police Federation representative and can be accompanied at the meeting by their representative.

The following are the details of the two phases of review:

4.12.4.1 Phase One – Senior Officer Review

Actions Initiating Senior Officer Review:	<u>Either</u>; the Chief Constable upon receipt of an extension request has concern that the officer may not reach the required level of competence and performance to be confirmed in rank as a Sergeant or Inspector; <u>Or</u>; the officer has previously been granted an extension and the Line Manager has concern that the officer may not reach the required level of competence and performance to be confirmed in rank as a Sergeant or Inspector; <u>Or</u>; at any time during the probationary period issues are highlighted which are forming a pattern and/or giving serious cause for concern about the officers' ability to complete their probation. This phase should be invoked <u>no later</u> than the 10th month of the probationary period.
HR Review	The Head of People and Organisational Development will review the Extension Proforma and/or relevant documentation from the Line Manager or relevant Chief Inspector. If the documentation is satisfactory, it will be provided to the relevant Superintendent.
Attendees At Senior Officer Review Meeting:	• Superintendent • HRTSO • Officer in their probationary period • Police Federation Representative • Relevant member of the Assessor Team
During Senior Officer Review Meeting:	The purpose of the meeting will be to discuss the officers' progress and areas of concern and what action has been taken so far to address the areas of concern. The meeting will decide whether an Action Plan and extension will enable the officer to successfully complete their probationary period or not. All those attending will be allowed to make their representations. The Superintendent will make a recommendation following the meeting.
Senior Officer Review Meeting Outcomes:	• Extension Recommended. • Development Plan - timescale for review should take into consideration the remaining time available in the probationary period and allow a period of at least one month between the completion date for the Development Plan and the end of the probationary period. • Recommendation not to confirm the officer in the rank of Sergeant or Inspector and therefore to revert to their previous rank.

Following Senior Officer Review Meeting:	A full record of the meeting should be provided to the officer and a copy placed in the Portfolio including any Development Plans agreed. The officer must be given the opportunity to indicate whether they agree or disagree with the record of the meeting and also any Development Plan arising out of that meeting. Any comments or points of contention raised by the officer should be added to the Portfolio. If a recommendation was made not to confirm the officer in the rank of Sergeant or Inspector, then the Chief Constable (or DCC in the absence of the Chief Constable) should be informed and all relevant documentation provided to the Head of POD to prepare a file for the Chief Constable (or DCC). If a recommendation was made that an extension should be given then an Extension Form should be provided to the Chief Constable (or DCC) to ratify. The Line Manager should then continue to review the officers' development if granted. If a recommendation was made to set a Development Plan, then this should be reviewed at the appropriate date.
Review:	If a recommendation was made to grant an extension and/or set a further Development Plan, then this should be reviewed at the appropriate date. If there is no further cause for concern, this should be noted in the Portfolio and the Chief Constable should confirm the officer in the rank of Sergeant or Inspector. If the cause for concern remains, the Line Manager should set out the details to the Chief Constable and a Phase Two Chief Officer Review Meeting will be arranged. The officers' probationary period is only complete once the Portfolio is complete and the officer is confirmed as sustaining a satisfactory performance as a Sergeant or Inspector.

4.12.4.2 Phase 2 – Chief Officer Review

Actions Initiating Chief Officer Review:	<u>Either</u>: The officer has previously been granted an extension and/or further Development Plan but the Line Manager still has concern that the officer still may not reach the required level of competence and performance to be confirmed in rank as a Sergeant or Inspector; <u>Or</u>: The recommendation was made at Phase One – Senior Officer Review that the officer should not be confirmed in the rank of Sergeant or Inspector. This phase should be invoked <u>no later</u> than the 11th month of the probationary period.
HR Review	The Head of People and Organisational Development will review the relevant documentation from Superintendent and ensure a file is prepared and provided to both the Chief Constable and the officer.
Attendees At Chief Officer Review Meeting:	• Chief Constable (or Deputy Chief Constable in the absence of Chief Constable) • HR Lead • Officer in their probationary period • Police Federation Representative • Any other person requested by the Chief Constable/Deputy Chief Constable

During Chief Officer Review Meeting:	The purpose of the meeting will be to discuss the officers' progress and areas of concern and what action has been taken so far to address the areas of concern. The meeting will review the recommendation made from Phase One – Senior Officer Review and decide whether the officer will be able to complete their probationary period and whether they are competent to hold the rank of Sergeant or Inspector. All those attending will be allowed to make their representations. This is a final opportunity for the officer to plead their case and appeal against the recommendations of the Superintendent. The Chief Constable (or DCC) will make a decision following the meeting.
Chief Officer Review Meeting Outcomes:	• Extension Agreed • Development Plan - timescale for review should take into consideration the remaining time available in the probationary period and allow a period of at least one month between the completion date for the Development Plan and the end of the probationary period. • Decision not to confirm the officer in the rank of Sergeant or Inspector and therefore they revert to their previous rank.
Following Chief Officer Review Meeting:	A full record of the meeting should be provided to the officer and a copy placed in the Portfolio including any Development Plans agreed. The officer must be given the opportunity to indicate whether they agree or disagree with the record of the meeting and also any Development Plan arising out of that meeting. If a decision was made not to confirm the officer in the rank of Sergeant or Inspector, the officer should be informed by the Chief Constable within one day of the meeting and the relevant actions will be taken by Human Resources to arrange any pay reduction.
Review:	If a decision was made to grant an extension and/or set a further Development Plan, then this should be reviewed at the appropriate date. If there is no further cause for concern and the portfolio is complete, this should be noted in the Portfolio and the Chief Constable should confirm the officer in the rank of Sergeant or Inspector. If the cause for concern remains, the Line Manager should set out the details to the Chief Constable and a further Chief Officer Review Meeting will be arranged, following the procedure above. The officers' probationary period is only complete once the Portfolio is complete and the officer is confirmed as sustaining a satisfactory performance as a Sergeant or Inspector.

4.12.5 Taped or Digital Recording of Meetings

Meetings as part of the formal process can be tape recorded if required to assist in ensuring a thorough documentation of the discussion, but at request rather than as a matter of course.

The following guidelines should be followed if this is the case:

- Seeking the officers' consent at the commencement of the meeting.

- Advise that a copy of the recording would be made available to the officer after the meeting.
- If the officer does not give consent for the meeting to be tape recorded, their wishes must be respected.
- Retain a copy of the tape recording and any written meeting notes on the electronic personal files.

4.13 Misconduct / Complaints or Road Traffic Collision (RTC)

If an officer approaching the end of their probation is subject of an allegation of misconduct, live complaint or RTC, then this should be dealt with under The Police (Conduct) Regulations 2012 and The Police (Complaints and Misconduct) Regulations 2013. The relevant Superintendent, the Head of People Services, a representative from PSD and a Federation Representative will discuss the case in order to make a recommendation as to whether they should be confirmed in the rank of Sergeant/Inspector or not. If the officers' Portfolio is complete, they are sustaining satisfactory performance as a Sergeant/Inspector and there are no concerns about confirming them in rank then Section 7 below will apply. If the recommendation is that they should not be confirmed in rank until the allegation of misconduct, live complaint/investigation or RTC has been resolved, then an extension will be considered as per Section 3 of this procedure.

4.14 Confirmation in the Rank of Sergeant or Inspector

Once an officer has completed their Portfolio and there are no areas of concern, the Portfolio will be verified and signed off by the Training Department. A Confirmation of Rank form will be completed and sent to the Chief Constable. The Chief Constable then confirms completion of the probationary period in writing to the officer. Confirmation of rank should not be given before the end of the one year probationary period to ensure that the officer has been given full opportunity to demonstrate their competence.

5. DECLARATION & LEGALITIES

In line with all Force policies, the overarching purpose of this document is to directly support the PCC police and crime plan objectives. Overall the intention of this policy is to make North Wales the safest place in the UK.

In the writing of this policy cognisance has been taken of the college of policing code of ethics (2014).

North Wales Police policies will be written in accordance with the approved corporate format and published on the Force Intranet, allowing access to staff and public, where appropriate, on the pages of the public facing Internet site under the Force publication scheme and Freedom of Information Act 2000.

The following main legal requirements have been identified within this policy:

- Equality Act 2010
- Human Rights Act 1998
- The Welsh Language (Wales) Measure 2011 and the Welsh Language Standards for the Chief Constable
- Data Protection Act 2018
- Freedom of Information Act 2000
- Health and Safety Act 1974

This policy has been written giving due regard to the above legislation and has considered the risk of unfair and/or disproportionate impacts on individuals or groups (actual or perceived) and has done so via an equality impact assessment (EIA).

New legislative requirements or changes in Force structure may necessitate a review of this policy document.



**HEDDLU
GOGLEDD CYMRU
NORTH WALES
POLICE**

Working with Disability Policy

Governance:	Senior Leadership Team		
Document Type:	Policy		
Policy Owner:	Head of People and Organisational Development		
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Policy Writer:	Human Resources		
Policy Number:	026	Version:	1.1
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POLICY

CHANGE HISTORY				
Version No	Author	Changes	Ratification	Date
1.0	Corporate HR Lead	Changed from Practice Guide back to a Policy	SLT	25/07/23
1.1	FG&PO	Updated hyperlinks section 10.3 and 13.3	N/A	09/01/24

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1. WHY IS THIS POLICY REQUIRED?

- 1.1 North Wales Police are committed to valuing and respecting difference and understanding that people have different needs. We all have a responsibility to uphold the principles of the Equality Act 2010 and treat everybody in a fair and respectful manner. The NPCC Diversity, Equality and Inclusion Strategy has further set an objective to advance equalities by ensuring an inclusive and supportive workplace. The goal is to encourage a culture where people feel able to be open about their health conditions, impairments, disabilities and differing needs and to feel valued as an individual for their skills and contribution to the police service.
- 1.2 This Policy sets out the Force's commitment to every disabled individual, encouraging a proactive approach at every level. It provides guidance for managers and clarifies the support framework that exists to ensure equality of treatment. The primary aim of the Policy is to ensure every existing or potential member of staff has the opportunity and the appropriate resources to perform their role to the best of their ability.
- We value people and want to enable them to make their best contribution to the Force.
 - We want to create a positive and inclusive working environment.
 - We want to remove the barriers to equality to enable full participation.
 - We want to recognise what can be achieved by people rather than what can't.
 - We want to reflect our communities and enhance the service we provide by increasing our understanding of disability.
- 1.3 Consideration should be made to the requirements of the Equality Act 2010, which protects disabled individuals from discrimination and requires employers to make reasonable adjustments in relation to the working environment.
- 1.4 This Policy has also taken into account the College of Policing [Discovery Report into Workplace Adjustments 2021](#)

2. WHO SHOULD USE THIS POLICY?

- 2.1 This Policy applies to all members of NWP including Police Staff, Police Officers, Special Constables, Volunteers. It also applies to Office of the Police and Crime Commissioner (OPCC) staff. Any reference to staff in this Policy will include NWP and OPCC staff.

3. ROLES AND RESPONSIBILITIES

3.1 Line Managers	• Support all individuals (regardless of any formal identification of a disability) to achieve their best and make adjustments where possible to achieve this aim. • Comply with the duty under the Equality Act to make 'reasonable adjustments' for people with a disability if there are any aspects of a job or workplace which put them at a disadvantage. • Be respectful in the language used about disability and expect the same of others. • Assess the operational impact of any adjustments required. • Complete the Workplace Adjustments Passport with the individual, if required.
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	• Regularly review adjustments with the individual to discuss whether or not they are still appropriate. • Seek to identify signs that an individual might have a disability or health condition that is making it difficult for them to do their job and therefore may require adjustments. • Ensure all sensitive personal data provided to the Force is processed in accordance with UK GDPR Principles.
3.2 Individual Members of Staff / Officers	• There is no requirement for individuals to give specific details of their disabilities but managers do need to know the effect of the disability and what support is required. • Participate in regular reviews of adjustments with the Line Manager. • Share ideas about any adjustments you know (or believe) will assist you. • Give honest feedback about how effective existing adjustments are.
3.3 Human Resources	• Help to ensure that the requested adjustment(s) is/are assessed and implemented if reasonable, involving other departments or external agencies if required. • Help to identify potential external organisations with specialist knowledge to seek advice regarding work-based assessments and supportive equipment. • Signpost individuals and managers to any other internal and external support available.
3.4 Occupational Health	• Provide advice on workplace adjustments and accommodations.

4. WHAT IS A DISABILITY?

4.1 The Equality Act 2010 states that a person has a disability when:

A person has a physical or mental impairment and the impairment has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

‘Long-term’ means that the condition must last, or be likely to last, for more than 12 months, or is likely to last for the rest of the life of the person affected.

‘Substantial’ means more than minor or trivial and goes beyond the normal differences in ability which may exist between people.

4.2 The definition of ‘disability’ is very broad. Many conditions could potentially be covered including, for example, depression, chronic fatigue syndrome, arthritis, diabetes, epilepsy, dyslexia, menopause. Individuals with cancer, multiple sclerosis or HIV/AIDS would be covered from the date of diagnosis regardless of the impact the condition is having on their life at the time of diagnosis.

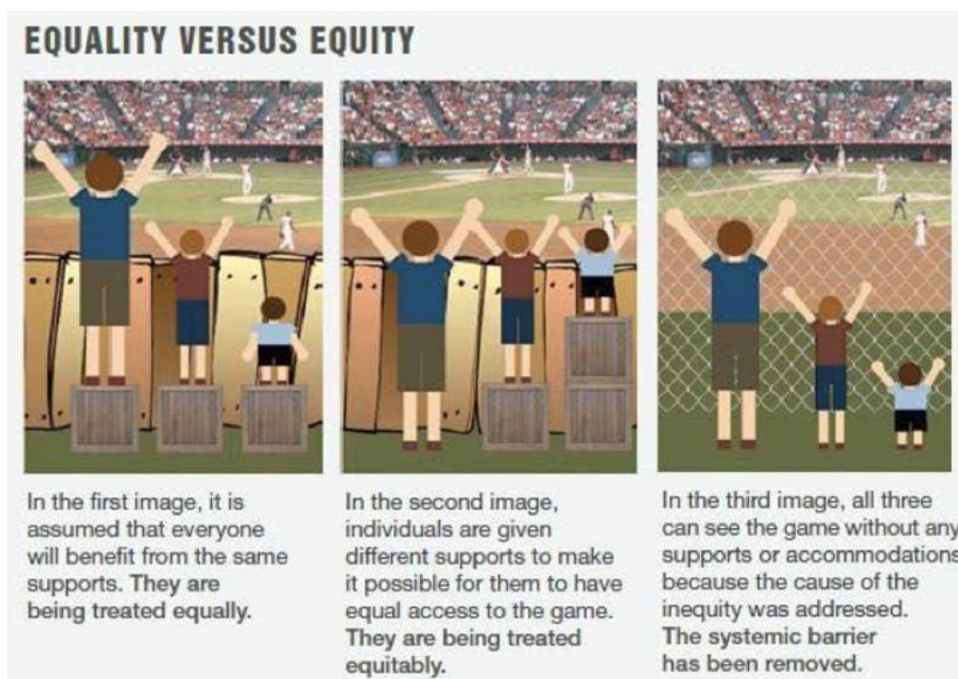
4.3 Whilst the examples provide some guidance in terms of what is and isn’t a disability, **North Wales Police aim to support all individuals (regardless of any formal identification of a disability) to achieve their best and will make adjustments where possible to achieve this aim.**

4.4 To be covered under the Equality Act, a condition does not have to be clinically recognised or diagnosed. Employers should focus on the effects the individual is experiencing at

work, not on the disability or condition from which those symptoms may emerge. Many people with a long-term health condition which could potentially be covered by the Act may not necessarily identify as or consider themselves to be 'disabled', even though they may still need adjustments to support them in the workplace. In practice, this means that employers may need to make adjustments for employees who do not say or think they are 'disabled'.

5. WORKPLACE ADJUSTMENTS

- 5.1 The Force is committed to strengthening the trust and commitment of all communities served and developing and investing in its people. On this basis, we are committed to valuing difference and recognising that individual needs will vary.
- 5.2 Equality of opportunity is not about treating everyone the same but rather treating people equitably dependant upon their individual needs. Although unintentional, we recognise that some workplace practices or physical aspects of the working environment can be challenging for people with disabilities. We are committed to identifying any such challenges that could place a disabled person at a disadvantage, then taking all reasonable steps to remove those barriers. This is illustrated by the pictures below.



Credit: Original author unknown

- 5.3 Employers have a duty under the Equality Act to make 'reasonable adjustments' for people with a disability if there are any aspects of a job or workplace which put them at a disadvantage. An employer failing to make 'reasonable adjustments' for a disabled job applicant or employee is one of the most common types of disability discrimination.

6. LANGUAGE

- 6.1 Disabled people will often have different preferences and views on what language they find appropriate or inappropriate. If you are unsure about how to say something, ask the person what they would prefer.
- 6.2 Be respectful in the language you use about disability, and expect the same of others, whether a disabled person is present or not.
- 6.3 The Equality Act 2010 refers to the requirement to make 'reasonable adjustments'. The College of Policing Discovery Report into Workplace Adjustments 2021 recommends that Forces use the term 'workplace adjustment' in place of 'reasonable adjustment'.

7. THE PROCESS OF AGREEING ADJUSTMENTS

It is essential that Line Managers do not make assumptions about disabled people. Disabilities will often affect different people in different ways and their needs may be different as well. The focus must also remain on what each individual **can** do, rather than what they cannot.

The attached flowchart summarises the process for considering and implementing workplace adjustments:



Workplace
Adjustments process

7.1 What are the individual's needs?

Once it is known that an individual has a disability or an issue with which they require support, listening carefully and finding out what the individual requires will help to meet the organisation's obligations by identifying the best way of meeting that person's needs.

7.2 What is the effect of a disability?

There is no requirement for individuals to give specific details of their condition, impairment or disability but managers do need to know the effects so that they can understand what support is required. Managers should also assess the operational impact of any adjustments required.

7.3 Recording the individual's requirements

The Workplace Adjustments Passport should be completed wherever possible as this allows the individual to inform their Line Manager of their requirements and what adjustments they may need to be supported in work:



Workplace
Adjustments Passpor

The form also allows the Line Manager to identify the impact in the workplace of a disability and any possible risks to mitigate. This may prompt the requirement for a Risk Assessment to be agreed, particularly in circumstances where an individual is a lone

worker, or where their disability/medical condition may place them at additional risk when carrying out their role. Risk Assessment templates can be found [here](#).

An embedded document will outline the adjustments agreed without the detail in the rest of the form. Individuals can use this document as confirmation of adjustments if they are working somewhere temporarily, for example, and do not wish to disclose further detail. Individuals may also choose to share this condensed document with their colleagues; it must not be shared without the individual's consent.

Workplace adjustments can include:

- A more flexible working arrangement, for example, allowing someone to work from home or changing their hours so they don't have to travel to work in the rush hour.
- Arranging more one-to-one supervision or additional training or providing a mentor.
- Making a physical change to the workplace or workstation, for example, changing a desk height, or moving office furniture to improve access.
- Providing extra equipment or assistance, for example, a new chair or specific software.
- Altering assessment procedures – such as giving extra time, providing assistive technology or offering a 'work trial' instead of a traditional formal interview.

7.4 Agreeing Adjustments

Once the Workplace Adjustments Passport form has been completed, the Line Manager should liaise with the relevant HR & Training Support Officer (HRTSO) before confirming the adjustments. The HRTSO will help to ensure that the requested adjustment is assessed and implemented if reasonable and will involve other departments (e.g. Occupational Health) or external agencies if required.

An individual can also seek advice from external organisations with specialist knowledge regarding work-based assessments and supportive equipment. The relevant HRTSO can help identify potential organisations considering cost and who is best placed to assist.

7.5 Reviewing Adjustments

An individual's needs may change and therefore it is important that an individual requiring adjustment(s) has a regular review with their Line Manager to ensure their adjustments remain relevant. This may be required following a job change, absence from work or review by the GP/consultant. The review also enables the Line Manager to ensure an individual is being developed and making use of their abilities. This process should be carried out with sensitivity, particularly when it is clear that the member of staff/officer continues to work effectively. The Workplace Adjustments Passport form can be used for any subsequent reviews. As a minimum, a review should take place on an annual basis.

7.6 Case Review

The Force holds a monthly Case Review, which is a multi-disciplinary group comprising HR, Occupational Health, Federation, and UNISON. The purpose of the panel is to provide consistency in decision making on matters relating to workplace adjustments and, where this involves a cost (such as paying for testing or equipment), to record such details accurately against the Force budget. HRTSOs will refer cases involving costs to this panel at the earliest opportunity.

8. WHAT ARE 'REASONABLE' ADJUSTMENTS?

- 8.1 The Equality Act 2010 protects disabled individuals from discrimination and requires employers to make reasonable adjustments in relation to the working environment.

Reasonable adjustments are a way of levelling the playing field for people with disabilities. When considering adjustments, Line Managers should identify the barrier that is caused by the effect of the disability or condition and make an adjustment to remove it.

- 8.2 The duty to make reasonable adjustment applies where any physical feature of the employer's premises, or any employment arrangements made by or on behalf of the employer, cause a substantial disadvantage to a disabled person compared to a non-disabled person.
- 8.3 A number of factors are likely to have a bearing on whether it is 'reasonable' to make an adjustment:
- How effective the adjustment is in preventing the disadvantage.
 - How practicable it is.
 - Its financial and other costs and how disruptive it is.
 - The employer's financial and other resources.
 - The availability of financial or other help.
 - An adjustment will not be reasonable if it compromises anyone's health and safety.

All these factors should be considered and recorded when reasonable adjustments are requested.

- 8.4 It is lawful to decline a request for an adjustment which is deemed unreasonable. The burden of proof is with the employer to show why an adjustment is unreasonable. Because the potential consequences of refusal are significant, Line Managers should not refuse any request for an adjustment without first seeking the advice of their HR & Training Support Officer (HRTSO). Any such cases should then be referred to Case Review (see point 7.6 above).

9. POTENTIAL DISABILITY/HEALTH CONDITIONS REQUIRING ADJUSTMENTS

- 9.1 Line Managers should be proactive in seeking to identify signs that an individual might have a disability or health condition that is making it difficult for them to do their job and therefore may require adjustments. These signs might include (but are not limited to):
- Being persistently late.
 - Poor or deteriorating relationships with colleagues.
 - A negative attitude.
 - Poor written or oral communication.
 - Missing deadlines or forgetting to do work.
 - Irritability or moodiness.
 - Lots of short-term sickness absences.
 - Long periods of sickness absence.
 - Complaints of being tired or in pain.
- 9.2 If the Line Manager has any concerns they should approach the individual in a sensitive manner and discuss their concerns directly with the individual. This might confirm that adjustments are required in relation to a disability or health condition, or might indicate that there are other issues which may require support through other policies.

10. SUPPORT AVAILABLE**10.1 NWP Disability Support Network (DSN)**

The DSN works together as North Wales Police, leaders and individuals, to support those affected by disability, ensuring they remain included, treated fairly and able to fully apply their diverse abilities to serve our communities. Further details can be found by clicking [here](#).

10.2 NWP Equality Diversity & Inclusion (EDI) Unit

There is a variety of useful information available on the EDI Unit document library which covers disability in general and guidance on specific disabilities. There is also a particularly useful guidance section for Line Managers. Further details can be found by clicking [here](#).

10.3 NWP Health and Wellness Centre (Occupational Health)

Supporting individuals with mental health issues is a priority for the Force. According to MIND at least one in four individuals will experience a mental health problem each year. The individual's own GP should be the first point of contact for support; Line Managers and HR can also provide help and reassurance. The Force can also provide support through the Health and Wellness Centre, further details of which can be found by clicking [here](#). The Health and Wellness Centre can provide support for physical as well as mental health issues.

10.4 Disabled Police Association (DPA)

The DPA are the national body representing disability support networks from police forces across the UK. Their main aim, and a key part of their strategic vision is to promote equality of opportunity for disabled people working within the extended police family. Their website can be access by clicking [here](#).

10.5 National Police Autism Association (NPAA)

The NPAA is an independent group supporting police officers, staff and volunteers who are affected by neurodivergent conditions such as autism (including Asperger syndrome), dyslexia, dyspraxia and ADHD. Their website can be access by clicking [here](#).

10.6 Disability Related Leave

Disability Related Leave can be requested via Line Managers in order to take time off during working hours for therapy, hospital appointments, rehabilitation, assessment or treatment. Please refer to the [Duties & Leave Policy](#) for the details for Police Officers and the Police Staff Conditions of Service – [Leave for Police Staff](#)

10.7 Disability Related Sickness Absence

Sickness absence in relation to a disability is recorded as such on the individual's personal record but may not be counted towards any procedural triggers in terms of absence management. Please refer to the [Attendance Management Policy](#) for further details.

11. SUNFLOWER SCHEME – HIDDEN DISABILITIES**11.1 What is a Hidden Disability?**

A hidden disability is a disability that might not be immediately obvious. Hidden disabilities don't have physical signs and include learning difficulties, mental health issues, as well as mobility, speech, visual or hearing impairments. They can also include asthma, COPD, and other lung conditions as well as chronic illnesses such as renal failure, diabetes, and sleep disorders when those diseases significantly impact day-to-day life.

Living with these conditions can make daily life more demanding for many people. They affect each person in different ways and can be painful, exhausting, and isolating. Without visible evidence of the hidden disability, it is frequently difficult for others to acknowledge the challenges faced and as a consequence, sympathy and understanding can often be in short supply.

11.2 What is the Sunflower Scheme?

In 2016 London Gatwick Airport designed a lanyard to be a subtle but visible sign to enable airport staff to identify that the wearer or someone with them had a hidden disability. Staff would know they may require some extra help, time, or assistance when moving through the airport.

The Hidden Disabilities Sunflower has now been adopted globally. It has increased awareness of the challenges individuals with hidden disabilities can face. It has developed to offer a range of different lanyards, cards pins, clothing and more.

- 11.3 Individuals who feel they would benefit from the scheme can request the most suitable item(s) from what is available. Requests can be made by emailing [REDACTED] or a Sunflower Supporter. Further details can be found by clicking on this [link](#).

12. DISABILITY CONFIDENT SCHEME

- 12.1 North Wales Police have signed up to the Disability Confident Scheme, which shows we make five commitments:

- Inclusive and accessible recruitment.
- Communicating vacancies.
- Offering an interview to disabled people who meet the minimum criteria for a job vacancy.
- Providing reasonable adjustments.
- Supporting existing employees.

- 12.2 These commitments have been integrated into the relevant policies and procedures. This includes providing reasonable adjustments during recruitment and promotion processes (see the [Recruitment Policy](#)) and ensuring all individuals have access to training and that training events address any potential disadvantages to any protected group (see the [Learning and Development Framework](#)).



13. DISABILITY BY ASSOCIATION

- 13.1 Discrimination can also take place because of a protected characteristic that a person does not personally have. For example, a person can be discriminated against because of their association with a person who has a disability, or because they are wrongly perceived to have one, or are treated as if they do.
- 13.2 Discrimination by association occurs when a person is treated less favourably because they are linked or associated with a protected characteristic. The person does not have the protected characteristic but they are treated less favourably than others because of

a protected characteristic of a friend, spouse, partner, parent or another person with whom they are associated.

- 13.3 All employees of the Force who are associated with someone who has a disability must be treated with sensitivity integrity, fairness and respect. Reasonable adjustments should be considered by Line Managers to support individuals with caring responsibilities.

Caring responsibilities is defined as:

A carer is anyone, who looks after a family member, partner or friend who needs help because of their disability, who cannot cope without their support. The care they give is unpaid.

The Parents and Carers Support Network can provide further support. Details can be found by clicking [here](#).

14. SHARING PERSONAL INFORMATION

- 14.1 Whilst officers and staff are not mandated to share information about their disability to Line Manager or the Force in general, we would encourage this for the following reasons:

- It allows NWP to provide better resources, facilities and support for our officers and staff.
- It gives scope for prompting a discussion about workplace adjustments or other support, as required.
- It also enables officers and staff to receive targeted information about support or positive action initiatives, such as development programmes for officers and staff from under-represented groups.
- It contributes to a pool of robust data and evidence that will help the Force meet the diverse needs of officers and staff.
- Officers and staff may also receive increased legal protection by sharing personal information. In many cases, the Force may be placed under an increased obligation to protect officers and staff from discrimination if it has received disclosure information from an officer or staff member – for example, about their disability status – or if it holds broader evidence of the diversity of its workforce.

- 14.2 Any sensitive personal data provided to the Force will be processed in accordance with UK GDPR Principles. Details about an individual's disability will be treated confidentially and used only to help in the management of the individual. Such details should only be disclosed where strictly necessary and managers must inform the individual prior to doing so. In practice it is usually only information regarding individual requirements for workplace adjustments that need to be disclosed.

- 14.3 For monitoring purposes, information will be gathered by the Force to ascertain the profile of staff and applicants with a disability. One way in which we use this information is in the annual [Employment Monitoring Report](#). This provides general statistical information to the public on diversity and disability within the Force, without disclosing any personal data.

15. CONSIDERATION OF REDEPLOYMENT

- 15.1 Where an officer becomes restricted/disabled as a result of an injury or medical condition the Force should make reasonable adjustments to facilitate retention in their current post. If this is not possible use of the Limited Duties process should be considered, with

the possibility of redeployment of the officer to another role if the condition warrants such a move. As a final resort, consideration may be made as to possible ill health retirement or consideration of applying formal procedures for unsatisfactory performance and/or attendance.

- 15.2 It is important to note that an officer who is permanently disabled from the ordinary duties of a police officer may not meet the definition of disability under the Equality Act 2010. The physical requirements for the ordinary duties of a police officer are such that a condition may prevent an officer from undertaking a full operational role, although there is no long-term adverse effect on ability to partake in day-to-day life.
- 15.3 Where a member of staff can no longer undertake the full range of duties relating to their substantive post because of a disability, the Line Manager should make reasonable adjustments and, where necessary and where appropriate, arrange for referral to the Occupational Health Unit. If Occupational Health form the view, based on medical prognosis, that even after considering adjustments an individual can no longer carry out the duties of their substantive post then the appropriateness of medical redeployment should be discussed with the HRTSO. Should it prove impracticable to redeploy an individual to a suitable alternative post, then ill health retirement or termination of employment on the grounds of capability will be considered.

16. UNFAIR TREATMENT

- 16.1 Any individual who feels aggrieved about their treatment on the grounds of their disability can seek support from their staff association, trade union and/or the Disability Support Network.
- 16.2 Individuals can also seek to address this via the [Grievance Resolution Policy](#) or [Appeals Policy](#).

17. DECLARATION & LEGALITIES

- 17.1 In line with all Force policies, the overarching purpose of this document is to directly support the PCC police and crime plan objectives. Overall the intention of this policy is to make North Wales the safest place in the UK.
- 17.2 In the writing of this policy cognisance has been taken of the College of Policing Code of Ethics (2014).
- 17.3 North Wales Police policies will be written in accordance with the approved corporate format and published on the Force Intranet, allowing access to staff and public, where appropriate, on the pages of the public facing Internet site under the Force publication scheme and Freedom of Information Act 2000.
- 17.4 The following main legal requirements have been identified within this policy:
- Equality Act 2010
 - Human Rights Act 1998
 - The Welsh Language (Wales) Measure 2011 and the Welsh Language Standards for the Chief Constable
 - Data Protection Act 2018
 - Freedom of Information Act 2000
 - Health and Safety Act 1974

- 17.5 This policy has been written giving due regard to the above legislation and has considered the risk of unfair and/or disproportionate impacts on individuals or groups (actual or perceived) and has done so via an equality impact assessment (EIA).
- 17.6 New legislative requirements or changes in Force structure may necessitate a review of this policy document.

18. USEFUL RESOURCES

The Diversity Unit Document Library	There is a particularly useful guidance section for Line Managers.
Disability awareness factsheets – Maximus  A-Z-disability-guide -booklet-for-employ	Maximus (previously Remploy) have produced a Disability Guide providing practical advice for employers on supporting people with a range of disabilities in the workplace. They also have awareness factsheets on a range of disabilities and health conditions
Employing people: workplace adjustments Equality and Human Rights Commission (equalityhumanrights.com) http://www.equalityadvisoryservice.com/	The Equality and Human Resources Commission has a guide on 'Employing people: workplace adjustments' The Equality, Advisory and Support Service offers support for individuals and employers in relation to equality and dealing with inequality.
https://www.gov.uk/access-to-work/overview	View this webpage for a guide to Access to Work including eligibility, what you'll get and how to claim.



**HEDDLU
GOGLEDD CYMRU
NORTH WALES
POLICE**

WORKING WITH DISABILITY PRACTICE GUIDE

Document Type:	Practice Guide
Practice Guide Owner:	Head of People & Organisational Development
Department:	Human Resources
Practice Guide Writer:	Human Resources Lead
Version:	1.1
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Recommended Review Date:	31/08/2025

PRACTICE GUIDE

Version No	Date	Author	Changes
1.0	08/08/22	HR Lead	Updated Working with Disability Policy contents and transferred to be a Practice Guide
1.1	20/09/22	Corporate HR Lead	Section 11 added: Sunflower Scheme – Hidden Disabilities

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1. INTRODUCTION

- 1.1 The Force is committed to valuing and respecting difference and understanding that people have different needs. We all have a responsibility to uphold the principles of the Equality Act 2010 and treat everybody in a fair and respectful manner. The NPCC Diversity, Equality and Inclusion Strategy has further set an objective to advance equalities by ensuring an inclusive and supportive workplace. The goal is to encourage a culture where people are able to be open about their health conditions, impairments, disabilities and differing needs and to feel valued as an individual for their skills and contribution to the police service.
- 1.2 This Practice Guide sets out the Force's commitment to every disabled individual, encouraging a proactive approach at every level. It provides guidance for managers and clarifies the support framework that exists to ensure equality of treatment. The primary aim of the Guide is to ensure every existing or potential member of staff has the opportunity and the appropriate resources to perform their role to the best of their ability.
- We value people and want to enable them to make their best contribution to the Force.
 - We want to create a positive and inclusive working environment.
 - We want to remove the barriers to equality to enable full participation.
 - We want to recognise what can be achieved by people rather than what can't.
 - We want to reflect our communities and enhance the service we provide by increasing our understanding of disability.
- 1.3 Consideration should be made to the requirements of the Equality Act 2010, which protects disabled individuals from discrimination and requires employers to make reasonable adjustments in relation to the working environment.
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	• Assess the operational impact of any adjustments required. • Complete the Workplace Adjustments Passport with the individual, if required. • Regularly review adjustments with the individual to discuss whether or not they are still appropriate. • Seek to identify signs that an individual might have a disability or health condition that is making it difficult for them to do their job and therefore may require adjustments. • Ensure all sensitive personal data provided to the Force is treated in accordance with GDPR Data Protection Principles.
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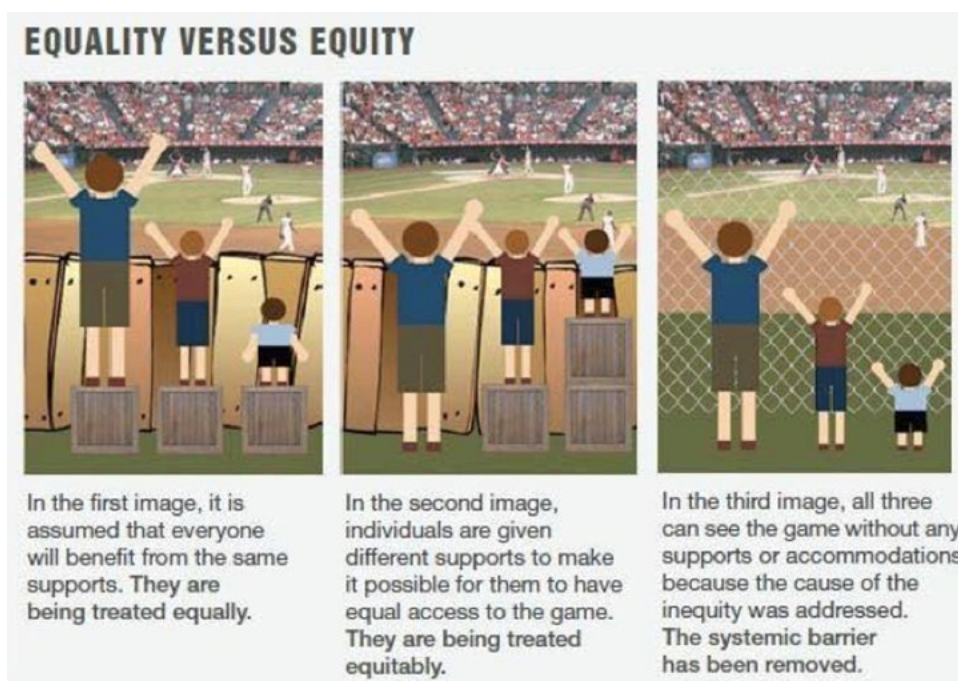
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5. WORKPLACE ADJUSTMENTS

- 5.1 The Force is committed to strengthening the trust and commitment of all communities served and developing and investing in its people. On this basis, we are committed to valuing difference and recognising that individual needs will vary.
- 5.2 Equality of opportunity is not about treating everyone the same but rather treating people equitably dependant upon their individual needs. Although unintentional, we recognise that some workplace practices or physical aspects of the working environment can be challenging for people with disabilities. We are committed to identifying any such challenges that could place a disabled person at a disadvantage, then taking all reasonable steps to remove those barriers. This is illustrated by the pictures below.



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Appendix One contains some useful resources.

7.3 Recording the individual's requirements

The [Workplace Adjustments Passport](#) should be completed wherever possible as this allows the individual to inform their Line Manager of their requirements and what adjustments they may need to be supported in work

The form also allows the Line Manager to identify the impact in the workplace of a disability and any possible risks to mitigate. This may prompt the requirement for a Risk Assessment to be agreed, particularly in circumstances where an individual is a lone worker, or where their disability/medical condition may place them at additional risk when carrying out their role. Risk Assessment templates can be found [here](#).

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Workplace adjustments can include:

- A more flexible working arrangement, for example, allowing someone to work from home or changing their hours so they don't have to travel to work in the rush hour
- Arranging more one-to-one supervision or additional training, or providing a mentor
- Making a physical change to the workplace or workstation, for example, changing a desk height, or moving office furniture to improve access
- Providing extra equipment or assistance, for example, a new chair or specific software

- Altering assessment procedures – such as giving extra time, providing assistive technology or offering a ‘work trial’ instead of a traditional formal interview

7.4 Agreeing Adjustments

Once the Workplace Adjustments Passport form has been completed, the Line Manager should liaise with the relevant HR & Training Support Officer (HRTSO) before confirming the adjustments. The HRTSO will help to ensure that the requested adjustment is assessed and implemented if reasonable and will involve other departments or external agencies if required.

An individual can also seek advice from external organisations with specialist knowledge regarding work based assessments and supportive equipment. The relevant HRTSO can help identify potential organisations considering cost and who is best placed to assist.

7.5 Reviewing Adjustments

An individual’s needs may change and therefore it is important that an individual requiring adjustments has a regular review with their Line Manager to ensure their adjustments remain relevant. This may be required following a job change, absence from work or review by the GP/consultant. The review also enables the Line Manager to ensure an individual is being developed and making use of their abilities. This process should be carried out with sensitivity, particularly when it is clear that the member of staff continues to work effectively. The Workplace Adjustments Passport form can be used for any subsequent reviews. As a minimum, a review should take place on an annual basis.

7.6 Workplace Adjustments Panel

The Force holds a monthly ‘Workplace Adjustments Panel’, which is a multi-disciplinary group comprising HR, Occupational Health, Equality Diversity & Inclusion Unit, Federation, UNISON. The purpose of the panel is to provide consistency in decision making on matters relating to workplace adjustments. HRTSOs can refer cases to this panel at any point for further discussion if it is felt this would be appropriate.

8. WHAT ARE ‘REASONABLE’ ADJUSTMENTS?

- 8.1 The Equality Act 2010 protects disabled individuals from discrimination and requires employers to make reasonable adjustments in relation to the working environment. Reasonable adjustments are a way of levelling the playing field for people with disabilities. When considering adjustments, Line Managers should identify the barrier that is caused by the effect of the disability or condition and make an adjustment to remove it.
- 8.2 The duty to make reasonable adjustment applies where any physical feature of the employer’s premises, or any employment arrangements made by or on behalf of the employer, cause a substantial disadvantage to a disabled person compared to a non-disabled person.
- 8.3 A number of factors are likely to have a bearing on whether it is ‘reasonable’ to make an adjustment:
- How effective the adjustment is in preventing the disadvantage
 - How practicable it is
 - Its financial and other costs and how disruptive it is
 - The employer’s financial and other resources

- The availability of financial or other help
- An adjustment will not be reasonable if it compromises anyone's health and safety

All these factors should be considered and recorded when reasonable adjustments are requested.

- 8.4 It is lawful to decline a request for an adjustment which is deemed unreasonable. The burden of proof is with the employer to show why an adjustment is unreasonable. Because the potential consequences of refusal are significant, Line Managers should not refuse any request for an adjustment without first seeking the advice of their HR & Training Support Officer (HRTSO).

9. POTENTIAL DISABILITY/HEALTH CONDITIONS REQUIRING ADJUSTMENTS

- 9.1 Line Managers should be proactive in seeking to identify signs that an individual might have a disability or health condition that is making it difficult for them to do their job and therefore may require adjustments. These signs might include (but are not limited to):

- Being persistently late
- Poor or deteriorating relationships with colleagues
- A negative attitude
- Poor written or oral communication
- Missing deadlines or forgetting to do work
- Irritability or moodiness
- Lots of short-term sickness absences
- Long periods of sickness absence
- Complaints of being tired or in pain

- 9.2 If the Line Manager has any concerns they should approach the individual in a sensitive manner and discuss their concerns directly with the individual. This might confirm that adjustments are required in relation to a disability or health condition, or might indicate that there are other issues which may require support through other policies.

10. SUPPORT AVAILABLE

10.1 NWP Disability Support Network (DSN)

The DSN works together as North Wales Police, leaders and individuals, to support those affected by disability, ensuring they remain included, treated fairly and able to fully apply their diverse abilities to serve our communities. Further details can be found by clicking [here](#).

10.2 NWP Equality Diversity & Inclusion (EDI) Unit

There is a variety of useful information available on the EDI Unit document library which covers disability in general and guidance on specific disabilities. There is also a particularly useful guidance section for Line Managers. Further details can be found by clicking [here](#).

10.3 NWP Health and Wellness Centre

Supporting individuals with mental health issues is a priority for the Force. According to MIND at least one in four individuals will experience a mental health problem each year. The individual's own GP should be the first point of contact for support; Line Managers

and HR can also provide help and reassurance. The Force can also provide support through the Health and Wellness Centre, further details of which can be found by clicking [here](#). The Health and Wellness Centre can provide support for physical as well as mental health issues.

10.3 National Police Autism Association (NPAA)

The NPAA is an independent group supporting police officers, staff and volunteers who are affected by neurodivergent conditions such as autism (including Asperger syndrome), dyslexia, dyspraxia and ADHD. Their website can be accessed by clicking [here](#).

10.4 Disability Related Leave

Disability Related Leave can be requested via Line Managers in order to take time off during working hours for therapy, hospital appointments, rehabilitation, assessment or treatment. Please refer to the [Duties & Leave Policy](#) for the details for Police Officers and the Police Staff Conditions of Service – [Leave for Police Staff](#)

10.5 Disability Related Sickness Absence

Sickness absence in relation to a disability is recorded as such on the individual's personal record. Please refer to the [Attendance Management Policy](#) for further details.

11. SUNFLOWER SCHEME – HIDDEN DISABILITIES

11.1 What is a Hidden Disability?

A hidden disability is a disability that might not be immediately obvious. Hidden disabilities don't have physical signs and include learning difficulties, mental health issues, as well as mobility, speech, visual or hearing impairments. They can also include asthma, COPD, and other lung conditions as well as chronic illnesses such as renal failure, diabetes, and sleep disorders when those diseases significantly impact day-to-day life.

Living with these conditions can make daily life more demanding for many people. They affect each person in different ways and can be painful, exhausting, and isolating. Without visible evidence of the hidden disability, it is frequently difficult for others to acknowledge the challenges faced and as a consequence, sympathy and understanding can often be in short supply.

11.2 What is the Sunflower Scheme?

In 2016 London Gatwick Airport designed a lanyard to be a subtle but visible sign to enable airport staff to identify that the wearer or someone with them had a hidden disability. Staff would know they may require some extra help, time, or assistance when moving through the airport.

The Hidden Disabilities Sunflower has now been adopted globally. It has increased awareness of the challenges individuals with hidden disabilities can face. It has developed to offer a range of different lanyards, cards, pins, clothing and more.

11.3 Individuals who feel they would benefit from the scheme can request the most suitable item(s) from what is available. Requests can be made by emailing or a Sunflower Supporter. Further details can be found by clicking on this [link](#).

12. DISABILITY CONFIDENT SCHEME

12.1 North Wales Police have signed up to the Disability Confident Scheme, which shows we make five commitments:

- Inclusive and accessible recruitment
- Communicating vacancies
- Offering an interview to disabled people who meet the minimum criteria for a job vacancy
- Providing reasonable adjustments
- Supporting existing employees

12.2 These commitments have been integrated into the relevant policies and procedures. This includes providing reasonable adjustments during recruitment and promotion processes (see the [Recruitment Policy](#)) and ensuring all individuals have access to training and that training events address any potential disadvantages to any protected group (see the [Learning and Development Framework](#)).



13. DISABILITY BY ASSOCIATION

13.1 Discrimination can also take place because of a protected characteristic that a person does not personally have. For example, a person can be discriminated against because of their association with a person who has a disability, or because they are wrongly perceived to have one, or are treated as if they do.

13.2 Discrimination by association occurs when a person is treated less favourably because they are linked or associated with a protected characteristic. The person does not have the protected characteristic but they are treated less favourably than others because of a protected characteristic of a friend, spouse, partner, parent or another person with whom they are associated.

13.3 All employees of the Force who associated with someone who has a disability must be treated with sensitivity integrity, fairness and respect. Reasonable adjustments should be considered by Line Managers to support individuals with caring responsibilities.

Caring responsibilities is defined as:

A carer is anyone, who looks after a family member, partner or friend who needs help because of their disability, who cannot cope without their support. The care they give is unpaid.

The Parents and Carers Support Network can provide further support. Details can be found by clicking [here](#).

14. SHARING PERSONAL INFORMATION

- 14.1 Whilst officers and staff are not mandated to share information about their disability to Line Manager or the Force in general, we would encourage this for the following reasons:
- It allows NWP to provide better resources, facilities and support for our officers and staff.
 - It gives scope for prompting a discussion about workplace adjustments or other support, as required.
 - It also enables officers and staff to receive targeted information about support or positive action initiatives, such as development programmes for officers and staff from under-represented groups.
 - It contributes to a pool of robust data and evidence that will help the Force meet the diverse needs of officers and staff (for example, in relation to provision of catering options or facilities for prayer or contemplation).
 - Officers and staff may also receive increased legal protection by sharing personal information. In many cases, the Force may be placed under an increased obligation to protect officers and staff from discrimination if it has received disclosure information from an officer or staff member – for example, about their disability status – or if it holds broader evidence of the diversity of its workforce.
- 14.2 Any sensitive personal data provided to the Force will be treated in accordance with GDPR Data Protection Principles. Details about an individual's disability will be treated confidentially and used only to help in the management of the individual. Such details should only be disclosed where strictly necessary and managers must inform the individual prior to doing so. In practice it is usually only information regarding individual requirements for workplace adjustments that need to be disclosed.
- 14.3 For monitoring purposes, information will be gathered by the Force to ascertain the profile of staff and applicants with a disability. One way in which we use this information is in the annual [Employment Monitoring Report](#). This provides general statistical information to the public on diversity and disability within the Force, without disclosing any personal data.

15. CONSIDERATION OF REDEPLOYMENT

- 15.1 Where an officer becomes restricted/disabled as a result of an injury or medical condition the Force should make reasonable adjustments to facilitate retention in their current post. If this is not possible use of the Limited Duties process should be considered, with the possibility of redeployment of the officer to another role if the condition warrants such a move. As a final resort, consideration may be made as to possible ill health retirement or consideration of applying formal procedures for unsatisfactory performance and/or attendance.
- 15.2 It is important to note that an officer who is permanently disabled from the ordinary duties of a police officer may not meet the definition of disability under the Equality Act 2010. The physical requirements for the ordinary duties of a police officer are such that a condition may prevent an Officer from undertaking a full operational role, although there is no long-term adverse affect on ability to partake in day-to-day life

- 15.3 Where an member of staff can no longer undertake the full range of duties relating to their substantive post as a result of a disability, the Line Manager should make reasonable adjustments and, where necessary and where appropriate, arrange for referral to the Occupational Health Unit. If Occupational Health form the view, based on medical prognosis, that even after considering adjustments an individual can no longer carry out the duties of their substantive post then the appropriateness of medical redeployment should be discussed with the HRTSO. Should it prove impracticable to redeploy an individual to a suitable alternative post, then ill health retirement or termination of employment on the grounds of capability will be considered.

16. UNFAIR TREATMENT

- 16.1 Any individual who feels aggrieved about their treatment on the grounds of their disability can seek support from their staff association, trade union and/or the Disability Support Network.
- 16.2 Individuals can also seek to address this via the [Grievance Resolution Policy](#) or [Appeals Policy](#).

17. USEFUL RESOURCES

The Diversity Unit Document Library	There is a particularly useful guidance section for Line Managers.
Disability awareness factsheets - Remploy  Remploy Disability Guide for Employers.	Remploy have produced a Disability Guide providing practical advice for employers on supporting people with a range of disabilities in the workplace. They also have awareness factsheets on a range of disabilities and health conditions
Employing people: workplace adjustments Equality and Human Rights Commission (equalityhumanrights.com)	The Equality and Human Resources Commission has a guide on 'Employing people: workplace adjustments'
What are barriers, and why should I remove them? - Business Disability Forum	The Business Disability Forum have produced information on managing adjustments, 'What are barriers, and why should I remove them?'
http://www.equalityadvisoryservice.com/	The Equality, Advisory and Support Service offers support for individuals and employers in relation to equality and dealing with inequality.
https://www.gov.uk/access-to-work/overview	View this webpage for a guide to Access To Work including eligibility, what you'll get and how to claim.