

# Reasonable adjustments

## Line manager guide

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**Employers' Forum on Disability is the world's leading employers' organisation working to the mutual benefit of business and people with disabilities.**

**We are supported by a growing list of members from UK business, multinational corporations, SMEs and the public sector.**

**We work with employers and disabled people to make it easier to employ disabled people and serve disabled customers.**

# Introduction

**This guide makes it easier for you to make reasonable adjustments for disabled people who work for you by helping you to:**

- Identify who needs an adjustment.
- Identify how work can be done differently to maximise the potential of your disabled and non-disabled staff who may also benefit from the changes made.
- Decide if an adjustment is reasonable.
- Treat your disabled colleagues fairly.
- Make sure you do not break the law.
- Know where to go for more help and advice.

**This guide is for line managers – that is anyone who is in charge of one person, a team or a department.**

As a line manager you have a vital role to play in monitoring attendance and performance. It is down to you to ensure that the staff you manage meet their objectives and performance targets. You are responsible for creating an open and supportive environment at work where employees can talk about any problems they have with their work and seek help early.

This is particularly important when you are managing disabled employees because you are required by law to enable them to work and make changes or 'reasonable adjustments' to help them do so.

Learning how to make reasonable adjustments and manage disabled employees is all part of being a good manager for all your staff. You should not think about managing disabled employees as separate to your duties as a manager as a whole – good managers know how to manage difference in order to get the best from all members of their team.

**I don't think I have any disabled people working for me**

You might be surprised. The term 'disabled people' covers a wide range of different people with different impairments which may or may not affect how they do their job. People with disabilities work in all types of jobs.

Under the law the term 'disability' is so wide that people you might not regard as disabled are protected including, for example, people with diabetes, asthma, back problems and mental health conditions like depression. Other people, who have cancer, multiple sclerosis (MS) and HIV, are automatically covered.

Remember too that many disabled people will not tell you that they have a disability, either because they don't think of themselves as disabled or because they are embarrassed or fear your reaction. The more you are known to be a fair and reasonable manager, the more likely it is that people working for you will tell you about disabilities or health problems they have because they know that you will make reasonable adjustments should they need them.

### Why do I have to treat disabled people differently from everyone else?

Disabled people are protected against discrimination at work under the Equality Act 2010. The law also requires employers to make reasonable adjustments for disabled employees. This means removing barriers wherever possible that get in the way of a disabled person doing their job. For example, changing where they work, the way in which they do their job or providing equipment to help them.

Although the law only requires you to make reasonable adjustments for disabled people you probably already remove barriers and make changes for non-disabled people so that they can work for you – they just aren't called 'reasonable adjustments'. For example:

- Allowing a woman to take maternity leave or a man to take paternity leave.
- Adjusting rotas so someone who goes to church on Sundays doesn't have to work that day.
- Allowing someone with childcare responsibilities to start work at 10am and leave at 4pm so they can pick up their children from nursery.
- Providing vegetarian options at work lunches for someone whose religion or beliefs don't permit them to eat meat.

### How will I know if someone is entitled to a reasonable adjustment?

The law says you must make reasonable adjustments for disabled people who are having, or will have, problems doing the job. Although some people will tell you that they have a disability many will not because:

- They don't think of themselves as disabled, e.g. someone with diabetes.
- They don't think they need any adjustments.
- Although they are unwell they don't yet know why.
- They are worried about how you or the organisation might react and that they will either not get the job or lose their job.
- They fear harassment or bullying.



You must make reasonable adjustments for people you know or think might be disabled if they are having problems doing their work because of their disability. As a manager you should be looking out for signs that someone might have a disability. Bear in mind that these signs might be linked to a disability that the person may or may not know about as yet. Warning signs could be that:

- Their attendance is poor or deteriorates.
- Their performance at work deteriorates.
- Their behaviour at work changes and they are tearful, aggressive or irritable or withdrawn and forgetful.
- They are persistently late or miss deadlines.
- They appear to be experiencing pain or discomfort.

Don't waste time trying to work out if someone meets the legal definition of disability. If a member of your team is having problems at work, talk to them, try to find out what would help and make any changes you reasonably can to help them do their job.

As you can't always be sure whether someone is disabled or not, it is best practice to make adjustments for anyone who is having problems at work. This way you will have done all you can to try to help someone work to the best of their ability and may mean you recruit and keep the most talented people for your organisation.

### **Disability Equality Duty**

Public authorities and those carrying out public functions are required by the Equality Duty to promote equality of opportunity for disabled people. The duty also means that authorities need to think in advance about the needs of both disabled employees and potential disabled employees. Public Authorities should bear this in mind when reading this guide.



# How to make reasonable adjustments

You will have the skills, knowledge and authority to implement some adjustments yourself but for others you may need to call on your colleagues or external organisations for help. The place to start is always with the person needing the adjustment. Talk to them to find out exactly what they are having problems doing so you have all the facts.

Sometimes the person will be able to suggest a solution themselves, but don't expect every disabled person to be an expert either on their own disability or on the adjustments that can be made. Remember that they might be learning to cope with the effects of their disability and neither you nor they may be aware of adjustments that are possible in your workplace.

## Scenario

When Ken receives a sick certificate from Maria, a member of his team signed off with back pain, he remembers noticing that Maria had recently seemed to be in discomfort or pain. She frequently flexed her wrists and when standing placed her hand on her back. On her return to work Ken arranges a 'back to work' interview where he asks her if she thinks work had contributed to her back pain. Maria tells him her GP has advised her not to work on a computer.

As Maria's job is completely computer based Ken cannot see what he should do. He asks Maria what she finds most difficult and she tells him she has shooting pains up her right arm when she uses her mouse and her wrist swells up at night. She also had to stand up frequently because she thought her chair was giving her back and neck ache which had now led to migraines at night that stopped her sleeping. Maria is worried that not being able to use a computer will mean she will lose her job.

Ken tells Maria that he needs to speak to others in the organisation and asks for her permission to mention her back and arm problems to HR and the IT department. Maria gives her permission and they agree that her work will be restricted to reading reports from home until a solution can be found. Ken talks to HR who help him to organise a workplace assessment for Maria. The assessor talks to Maria about her work and watches her at her desk. The assessor then produces a detailed report making various recommendations including that Maria should have:

- An adapted keyboard that places less strain on her wrists when she types.
- A different mouse that she doesn't have to clutch so tightly.
- A chair adapted to Maria's size and shape, bearing in mind she is a small woman and so needs a chair that can be raised to the right height for her desk and will support her back and neck properly.

The report also notes that Maria rarely moves from her desk during the working day and usually eats lunch at her desk. It suggests Maria should get up and walk round the office several times a day and that she should leave her desk at lunchtimes to walk outside.

Ken and Maria discuss the report and Ken promises to keep Maria informed about when the equipment is due to arrive. In the meantime she continues to read from home. Maria agrees she should walk around and get herself a drink regularly throughout the day but often forgets to do so.

They decide she should put having a drink and a walk into her online diary which will send her an alert every hour telling her it's time for a break. Ken says he will make sure everyone on the team has a proper lunch break of at least 30 minutes during which they leave their desks.

A month after the equipment has been installed the pain in Maria's neck, back and arms has almost disappeared and she hasn't had a migraine in weeks. She also feels more alert because she is drinking more water and the walk at lunchtime helps clear her head and improve her thinking. The whole team has reported the benefits of having a proper break and leaving their desks at lunchtime.





### Types of reasonable adjustments

Reasonable adjustments you might need to make could include:

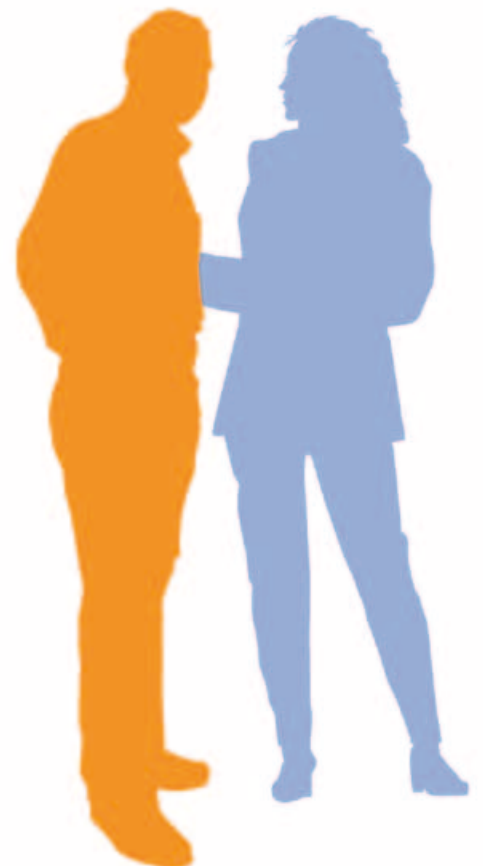
- Equipment, e.g. voice activated software, an adapted keyboard or mouse or a new chair.
- Being flexible and changing working arrangements, e.g. allowing someone to change the hours they work or to work from home.
- Changing the working environment, e.g. making a door easier to open, providing natural daylight bulbs or changing the height of shelves.
- Moving someone to a more suitable job when a vacancy arises if no adjustments will enable them to do their existing job.
- Changing attitudes, e.g. providing mental health or HIV awareness training to ensure a more welcoming environment free of prejudice and misinformation.

These are just examples of reasonable adjustments and not an exhaustive list.

Different people need different types of reasonable adjustments, sometimes for similar impairments. In most cases they will be relatively simple, inexpensive or even free and easily implemented. In some cases, however, it will not be immediately apparent what needs to be done and you will need to speak to other people in your organisation and perhaps obtain reports from experts like workplace assessors, the employee's doctor, specialist organisations and your organisation's occupational health adviser.

The most important thing is to talk to the employee to find out what they are having difficulty doing. Getting expert reports and assessments organised can take time. Make sure you tell the employee what is happening and how long things are likely to take – especially if they are not able to come into work during this time as otherwise they may feel isolated and abandoned.

Most importantly, do not tell anyone else about the employee's disability or medical problems without their express, and preferably written, permission. Very few people need to know the details of an employee's medical condition – perhaps only the medical adviser. What you and other people really do need to know is what the person is having problems doing and how their work can be changed so that these problems can be overcome, i.e. what reasonable adjustments are needed. Confidentiality is vital if you are to retain the trust of your staff.





### Scenario

Carla is concerned about the amount of time off sick that Lloyd has been taking in the last few months. She arranges a meeting to talk to Lloyd about his sickness absences and asks him if he is having any problems at work. Lloyd apologises for the time he has taken off and insists that it is nothing to do with work. He seems reluctant to say more and so Carla asks if he will see the occupational health adviser. Lloyd agrees.

Lloyd tells the occupational health adviser that he discovered a few months ago that he had prostate cancer and the time off sick has been for hospital appointments, treatment and check up's. The cancer is responding well to treatment but he is embarrassed about being ill and doesn't want Carla or his colleagues to know about it.

The occupational health adviser agrees not to reveal any details about Lloyd's condition to Carla. He and Lloyd talk through the adjustments Lloyd needs at work which are very simple – Lloyd will need time off work

from time to time to attend hospital appointments. Lloyd agrees that the occupational health adviser should write a report for Carla saying Lloyd will need time off for medical appointments. No details of the medical treatment are included in the report.

Carla and Lloyd meet to discuss the report and Carla is happy to be flexible and agrees to record the time off that Lloyd needs as disability leave\* as Lloyd can tell her in advance when his appointments are. In the past he had not told anyone and simply called in sick on the day. Knowing when the appointments are makes it easier for Carla to plan around the appointments. Carla doesn't press Lloyd for any more details and the time he needs is accepted by his colleagues without question. Lloyd is relieved not to have to worry about his job and colleagues any longer.

*\*For more on disability leave see EFD's 'Attendance management and disability – Line manager guide'. See also appendix 1 on page 23.*

## Did you know?

In the course of your career as a manager it is very likely that you will be managing one of the **3.4m** working people in the UK who has or acquires a disability.

### What is reasonable?

Whether an adjustment is reasonable will depend on the individual disabled person, the organisation they work for and their particular circumstances. An adjustment that is reasonable for one person in a particular department or organisation might be completely unreasonable for someone else somewhere else, even in the same organisation.

Although this sounds difficult to understand and manage there are a number of factors, which the law says you should consider when trying to decide if an adjustment is reasonable:

- Cost.
- Practicality.
- Effectiveness.
- Disruption.
- Effect on others.
- Health and safety.
- Length of service.
- Valuable skills, contacts or training.
- External sources of help, e.g. Access to Work.

Often more than one factor will play a part in the decision as to whether an adjustment is reasonable but each one is explored in more detail below.

### Cost

Cost can be a major factor when deciding whether an adjustment is reasonable. The majority of adjustments are relatively inexpensive if not free.

Where there is a cost involved in making an adjustment you need to consider:

- How expensive is the adjustment in relation to the resources of the organisation as a whole? As a rule of thumb the more money the organisation has (whether a private company, public sector or charitable) the more reasonable it will be to spend money on an adjustment. Remember too that it is the resources of the organisation as a whole that must be considered and not just your department, branch or office's budget. It is therefore a good idea to have a central budget for reasonable adjustments rather than asking managers to fund them from their own budgets. If this doesn't happen in your organisation speak to you HR or equality and diversity departments about this and perhaps implementing a system whereby if you as a line manager think an adjustment is unreasonably expensive you can ask someone else (preferably more senior or in HR) to sign off your decision so that a record is kept of the decision making process. You may find the Reasonable Adjustment Request form at Appendix 4 a useful way of doing this.
- Will the adjustment benefit other people as well as the disabled person? For example, providing clear signs and better lighting will benefit visitors to a building as well as an employee with a visual impairment.
- Are there other factors that make the cost of the adjustment more reasonable? For example, it would be more reasonable to spend money on an adjustment to retain a loyal long standing employee who has valuable knowledge and experience than for a temporary member of staff. Remember too that an adjustment is only reasonable regardless of how much it costs if it is effective in overcoming the barriers the disabled person faces.

- Finally, don't forget there may be financial help available from schemes like the government's Access to Work scheme which will reduce the cost of the adjustment to your organisation. Access to Work funding is not available to Central

Government Departments but assessments will still be provided to recommend reasonable adjustments.

[For more information about Access to Work see Appendix 2 on page 26.](#)

### Scenario

Rebecca had been working for an old University for five years when she was diagnosed with multiple sclerosis. On her return to work after a relapse she meets her manager Michelle to discuss adjustments she will need to be able to continue working. Rebecca finds all the doors in the building where she works difficult because they are so heavy and in particular the front door to the building. There are also a couple of steps up to the front door which can get slippery when it is wet or icy.

Some days Rebecca has to wait outside until someone else comes along who can help her up the steps and into the building. Getting to work has also been a problem from time to time. Rebecca's husband drops her at the train station near her house but the station at the other end is a 15-minute walk from where Rebecca works. Rebecca finds this walk very difficult when it is cold or icy underfoot.

Michelle asks Rebecca to make an application to the Access to Work scheme. After an assessment Access to Work agree to pay for

Rebecca to take a taxi from the station to work on days when she feels unable to walk.

Michelle talks to her manager and the facilities manager about the other issues. To overcome Rebecca's problems many doors will have to be replaced with ones that open automatically and a handrail installed up to the front door. As the building is listed, however, these changes will have to be approved as being in keeping with the building which will make them more expensive. A consultation with other staff reveals that:

- Staff who carry files and equipment through the corridors find the heavy doors, which pull open, difficult to manage.
- The catering staff also find the doors a problem as they have to be propped open to allow food and drinks trolleys through.
- The events management team were concerned about the steps during a recent Christmas function for University alumni and donors. Members of staff had to be posted outside all evening to help some older visitors and those with mobility problems enter and leave the building.

The University decides to commission a full access audit of the building and although the adjustments are likely to be expensive they will benefit everyone in the long run and so they decide to make them.



### Practicality

Adjustments will only be reasonable if they are practical. As a manager you can expect a certain standard or quality of work from your team. It is important to distinguish the outputs you require from your team from the way in which they deliver those outputs. You may have to make adjustments to the way in which the work is done to ensure the quality you require is achieved, i.e. be flexible about how the work is done but not about the quality of the output. In some cases it may be reasonable to accept a lower level of output but again you do not have to accept a lower quality of work.

Every job has its core components. It is reasonable to make adjustments to the way in which work is done to enable someone to carry out these core functions. If a person cannot carry out these functions because of their disability and no adjustment will enable them to do so then you will need to consider moving the person to a more suitable job that is currently vacant or needs doing. Transferring a disabled person to a suitable alternative vacancy is also a reasonable adjustment under the law.

### Scenario

Peter is recruiting the third member of a small sales and marketing team. The successful candidate will have to:

- Follow up leads by telephone to arrange meetings with potential clients.
- Make presentations to clients and pitch for business.
- Answer client queries by telephone and email and close deals either face to face or by telephone.

One of the applicants, Craig, explains on his application form that as his disability can make him difficult to understand at first he would like to be accompanied at his interview by a communicator.

Peter decides to interview Craig but finds him very difficult to understand. Craig explains through his communicator who translates what Craig says that this will improve when Peter gets used to Craig's speech patterns.

Peter asks Craig how he will deal with clients on the telephone and make face-to-face presentations when he will only have one chance to make his pitch and get the sale. Craig answers that rather than use the telephone he will follow up leads and close deals by email and he will conduct presentations with his communicator who he asks Peter to employ as well, as a reasonable adjustment.

Peter discusses Craig's application and adjustments request with the HR manager and head of sales and marketing. They agree it is not practical for Craig to set up all the meetings and close deals by email as clients often do not respond to emails in the same way as they do to telephone calls or face to face meetings.

They also decided that it is not practical to employ two people to make presentations which will be a daily part of the job.



### Effectiveness

An adjustment is only reasonable if it is effective in removing the disadvantage that the disabled person is facing. You should always ask the disabled person what they think would help them to do the job, but remember that disabled people are not always experts on their own disability.

The employee may suggest an adjustment they think will be the least difficult for the employer to implement and the most likely to be made, rather than the most effective one.

#### Scenario

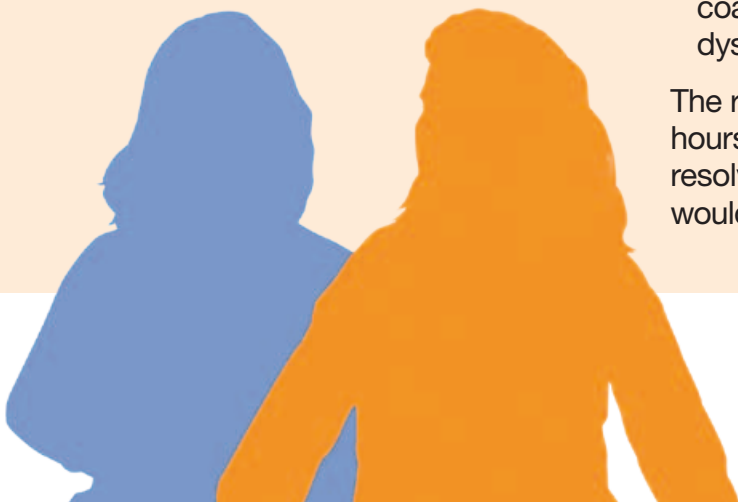
Liz is concerned about Joanne, a member of her team. Joanne has missed three out of four deadlines. She has also produced reports that are poorly structured and contain spelling and grammatical mistakes. When Liz speaks to Joanne about her work she becomes very upset but reveals that it had been suggested to her at college that she might be dyslexic. Joanne dropped out of college and so has never had an assessment

Liz asks Joanne for her suggestions on how to improve her work. Joanne says she is often very tired at the end of the day and she finds it difficult to sleep because she is worrying about deadlines that she knows she is likely to miss. Her solution is to reduce her hours and work part-time as she thinks this might stop her being so tired. She is concerned about the accompanying cut in salary and asks if Liz could let her know how much her salary will be part-time so she can work out if this will cover her mortgage and outgoings.

Liz speaks to HR to ask if a dyslexia assessment can be arranged for Joanne and asks Joanne not to make any decisions until they get the assessment report which they can go through together. The report states that Joanne does have dyslexia and recommends that she:

- Uses speech to text software which means she can hear what she has written which will help her to spot grammatical mistakes.
- Uses the spelling and grammatical checking software already on her computer.
- Changes the background colour on her desktop from white to yellow, to make it easier to read text.
- Uses the alerts and reminders on her calendar to help her organise her time.
- Work from home for one day a week so she can have quiet time to read and concentrate.
- Have a series of sessions with a dyslexia coach who will help her to understand her dyslexia and develop coping strategies.

The report also suggests that reducing her hours without the above adjustments will not resolve Joanne's difficulties at work and so would not be an effective adjustment.





### Disruption

The amount of disruption that an adjustment will cause to the business will affect whether or not the adjustment is reasonable. The vast majority of adjustments cause no disruption at all as they affect only the way in which the individual works and which will have little effect on anyone else.



### Scenario

Alan works in a residential care home. He has been off sick for two months during which time he has had medical tests and started taking medication. On his return to work he meets his manager Emily to discuss the adjustments he needs.

Alan tells Emily he has to test himself at the same time every morning and depending on what the test results reveal he might have to go to his clinic for treatment that day. This is likely to go on for several months until the correct level of medication can be found to stabilise his condition. He asks for the time off he needs as a reasonable adjustment.

Emily tells Alan there should be no problem with him taking time off to go to the clinic but she is concerned about the effect his unplanned absences will have on his colleagues and the running of the home. Everyone in Alan's role works on a seven day rota with two different days off a week. This rota is fixed at least a fortnight in advance. If Alan cannot come in on a day he is supposed to work Emily has to find someone to cover for him at short notice or be shorthanded if no one can be found that day.

Emily discusses this with HR and they decide that Alan's request is not reasonable because of the nature of his work and the likely disruption to the smooth running of the home. They ask Alan to consider a different role where there is currently a vacancy to cover maternity leave. This is an office based job where Alan's unplanned absences can be more easily accommodated.

Alan is pleased with this outcome and is reassured that he will be given the training he needs for the new role. When his condition stabilises he may have the option of returning to his old post, as he will only need to go into hospital occasionally on dates he will know about in advance.

### Effect on others

How colleagues view reasonable adjustments made for a disabled employee will depend very much on the culture that you as a manager create and promote in the workplace. Some people may think equal opportunities should mean everyone is treated the same.

In fact, in order to treat people fairly you may need to treat them differently according to their individual needs. If your team know you are a fair manager and realise that their needs will also be considered carefully should they need adjustments, they are much more likely to accept adjustments made for a colleague without resentment.

If you manage someone who is themselves managing a disabled colleague remember you need to support that manager. You may need to be involved in discussions about reasonable adjustments or need to give your permission for work to be done differently. Your attitude and commitment will be vital in ensuring the culture of the organisation is inclusive and accommodating.

Remember:

- People are much more likely to tell you about a disability or illness if you create an open and accommodating working environment where they know they can come to you to discuss problems at work in confidence.
- You must never tell anyone else about a colleague's health or disability without their express permission.
- You and your colleagues may need to know about the effect of a disability in the form of reasonable adjustments made for an individual but you do not need to know medical details about the diagnosis.
- If a disabled person feels valued and comfortable where they work they are more likely to tell their colleagues about their disability and even contribute to disability awareness training.

**Did you know?**

**One<sup>in</sup> three**

people either has a disability or has a close relative or friend who is disabled.



### Scenario

Raj works for a large firm of accountants. He has always been a quiet but conscientious member of John's team. Earlier this year plans were announced for the firm to move to a more central location with very limited parking but the new office has good public transport connections.

John has heard a number of grumbles from staff unhappy about not being able to drive to work any more but no one has made any serious complaints. John is therefore surprised that Raj of all people should have asked to see him about the loss of his parking space.

At the meeting Raj says he has to drive to work and have a parking space at the new office. Raj reluctantly tells John he has colitis, a medical condition that means he must be able to access toilet facilities at short notice.

Raj has worked out where he can stop to use a toilet if he drives from his home to the new office. Using buses, local trains and trams is impossible as it will take him longer to get to work and they do not have toilets. Raj reveals he has had the condition for some time but has been too embarrassed to talk about it and has never needed to before.

John asks Raj to see the firm's occupational health adviser who, after obtaining reports from Raj's own doctor, confirms Raj does need easy access to toilet facilities and recommends reasonable adjustments are made to ensure this happens. John, Raj and the HR manager meet to discuss the report and agree:

- Raj will be allowed to continue to drive into the office and will have a parking space reserved for him.

- John will ensure Raj is assigned only to clients who can offer parking at their offices so he can drive there.
- No one else on the team will be told about Raj's medical condition.

When Raj's colleagues learn that Raj will be allowed to drive to the new offices John and the HR manager receive complaints about the unfairness of this. The clients who can offer parking facilities also tend to have better offices and this too causes resentment as Raj's colleagues often have to work in cramped, uncomfortable client offices.

Raj becomes increasingly uncomfortable around his colleagues' resentment and so he and John agree they should be told Raj needs a parking space as a reasonable adjustment for a disability but that they will not be given any details about its nature.

John decides to speak to each member of his team individually and to ask them if they too have any particular needs the firm should take into consideration. He makes it clear to everyone that he will treat them all fairly and will be as flexible and accommodating as is reasonable.

One member of the team asks if he can leave the office a few hours early on Friday afternoons if he makes up the time so he can collect his children, who he has at weekends. Another asks if she can start and finish work a little later so she can still drop her elderly father at his day centre before catching the bus into work. John is able to accommodate both of these requests.

The atmosphere in the office improves greatly and John and the HR manager decide the firm should run a series of lunchtime sessions on equality and diversity for all staff.

### Health and safety

The most common reason for refusing a request for an adjustment is health and safety risk but very few adjustments are genuine risks. It is part of your role as a manager to assess and manage risks for all your staff, not just those with disabilities. In every case you need to take into account the individual circumstances (which in the case of a disabled employee includes the effect of that disability) and find appropriate solutions.

An adjustment will never be reasonable if it poses an unacceptable risk to the health and safety of either the disabled person or anyone else. However, before you refuse a request for an adjustment on these grounds you must make sure you have all the facts and are not basing your decision on assumptions about what a person with a particular disability can and cannot do.

If you are worried that an adjustment might pose a health and safety risk you need to conduct a thorough risk assessment. This will usually mean getting expert advice from:

- Your own occupational health adviser who should know the workplace and what adjustments are possible.
  - An HR manager and your own manager if you need their authority to implement the adjustment.
  - Other experts as appropriate such as IT or facilities managers, workplace assessors and health and safety officers.
- Remember that decisions about what is and isn't reasonable, even when there are health and safety considerations, are ultimately management decisions. You should obtain advice from appropriate technical and medical experts, but it is down to you to decide whether a risk has been removed or reduced to a level that means the person can carry on doing the job. You cannot abdicate responsibility for this decision to health and safety officers, doctors or even your own occupational health adviser.

[For more on health and safety see the 'EFD Briefing – A practical guide to health and safety and the Equality Act 2010'.](#)

- The employee's doctor or consultant. You must make sure the advice you get is from the doctor who is best able to advise you about the person's disability and not just the GP.

### Scenario

After working for the company for nearly a year Kate decides to apply for a new post of salesperson. She has developed a good working knowledge of the company's products and services and likes the idea of a job that gets her out of the office. The successful candidate will work largely alone maintaining contact with the office by telephone and email. The job also requires extensive travel throughout the country often in isolated rural locations.

Kate has already told the company she has insulin dependent diabetes and she mentions it again on her application for the sales job. At the interview, she is asked how she will deal with the amount of travel required in the role and if she will be comfortable working alone after being in a busy office.

Kate says she is a self sufficient person and likes the idea of travelling throughout the country and is sure she will have no problems doing so. Although she has diabetes she has a valid driving licence and is fit and healthy.

Jonathan, who will be Kate's manager, is worried about the health and safety risks of someone with diabetes driving alone in rural areas.

Kate is asked to see the company's occupational health adviser who confirms, after obtaining reports from Kate's own doctor, that she is fit for the role.

She does, however, recommend the following adjustments:

- Taking regular breaks, preferably every two hours from driving to ensure Kate doesn't get too tired.
- Carrying food and insulin at all times in a cool box in the car and ensuring Kate stops to eat and take her medication at regular intervals.
- Seeing the occupational health officer every three months in the first year.

Kate is offered the job subject to a six month probationary period and discusses the role with her new manager, Jonathan. They agree to meet once a month and again for a longer mid-probationary review in three months time to see how Kate is doing.

At the mid-probationary review Jonathan tells Kate her sales figures are impressive and she seems to have developed good relationships with clients. He asks her how she feels things are going and if she has had any problems. Kate says everything is going very well as she can control her working hours, stop when she needs to and take time to exercise.

The occupational health adviser reports after their first meeting that the adjustments they've agreed are working well and that Kate is fitter and healthier than many people her age.



### Length of service and valuable skills

The longer someone has worked for you the more reasonable it will be to make adjustments for them. This is not just because you want to reward their loyalty but because they are likely to have valuable knowledge and experience which your organisation wants to retain.

When considering what might be reasonable to retain a long-standing employee remember to weigh the following in balance against the cost or disruption of the adjustment:

- Their knowledge of internal systems and processes.
- The cost of training they have received over the years.
- The value of client/customer contacts and relationships they have developed.
- Specialised skills they may have developed.
- Their knowledge of the business, its history and other staff.
- Their knowledge of the local area or other parts of the business where they might have worked in their career.
- Other employees' views on how well you as a manager and the organisation as a whole treat long-standing members of staff.



### Scenario

Linda has worked for a local branch of a large supermarket for 15 years during which time she has helped to train numerous managers. She has worked on almost every section and knows many of the customers by name. Other members of staff always turn to Linda if they have a problem with any of the systems or need help serving a customer.

The supermarket has a nationwide policy that everyone who works in a store can be required to work on any section as directed by the store manager. Shortly after Sarah takes over as the new manager of the store Linda asks if she can have a word.

At their meeting Linda reveals she hasn't been well for a while and has been finding her job increasingly difficult and so has been thinking she might have to resign. Sarah is alarmed by this as in the few weeks she has been at the store she has found herself turning to Linda regularly for help. She asks Linda if she really wants to leave. Linda says she will be sad to go as she enjoys her work and will miss the customers and the other staff who are like a second family to her now.

Sarah asks Linda how she feels at work and if there are any parts of the job that are more difficult than others. Linda says working in the cold makes her finger joints swell up and become very painful. She also finds being on her feet for long periods of time difficult as her knees and ankles become swollen and painful. She can't see how she can carry on working in the fridge and freezer or wet fish sections and the store is so large she cannot avoid walking and standing.

The supermarket's policy is that members of staff are required to work on any section as directed by the store manager. Sarah decides to ask HR if as store manager she can direct that one member of staff doesn't work in areas she finds particularly difficult. HR confirms that Sarah does have the discretion to do this and if she needs to alter someone's duties as a reasonable adjustment she should go ahead and do so.

Sarah asks Linda if she would consider staying if the store makes adjustments that ensure she doesn't have to work in the cold and can sit down for most of the day working either as a cashier or on the customer services desk. Linda is delighted to be able stay on these terms and Sarah knows there will always be an experienced member of staff dealing with customers.

### External sources of help

Remember that you do not have to decide what is reasonable alone. There are many sources of help and advice you should call upon both internally and externally. Internally you should speak to your own manager and to HR and occupational health when necessary. Your organisation may also have equality and diversity officers or a disability liaison officer you can ask for help and advice.

Externally many charities will provide you with expert advice and information about particular disabilities, e.g. the Royal National Institute of Blind People (RNIB) and the Royal National Institute for the Deaf (RNID). EFD members can always contact the Disability Directions enquiry service about any disability matter.

Through the government's Access to Work scheme disabled employees can have a workplace assessment which will recommend reasonable adjustments and in most cases, contribute to the cost of these. If help is available towards the cost of an adjustment it will be more reasonable to make that adjustment.

### Scenario

Jessica works as a press officer. Her job is to write press releases, speak to journalists and to attend functions and meetings, often in the evenings. She also has to be on call in the evenings and weekends on a rota with other people in the team and so she must always be able to respond to calls and emails, which she does via her BlackBerry.

At her last meeting with her manager, Tony, Jessica told him she has been slowly losing her vision in both eyes. She has decided to say something now because she is finding it more and more difficult to use her BlackBerry as the text is too small or badly lit for her to read.

She is also becoming more nervous about travelling at night to functions as she can see less well in the dark. She has been trying to avoid the evening events, especially as it is now getting dark earlier but thinks her colleagues have begun to notice and resent this. She doesn't want to be viewed as not pulling her weight but is so worried about getting to the event and home again that she doesn't feel she does a good job when she is there.

Tony reassures Jessica and suggests getting expert advice. After talking to HR, Tony gives Jessica information about the government's Access to Work scheme. Jessica calls the local Access to Work Operational Support Unit to speak to an adviser.

The adviser reassures her that practical solutions are possible and recommends Jessica arrange a workplace assessment with an expert from the RNIB, which she agrees to do after talking to Tony. While waiting for the assessment Tony ensures that Jessica is assigned to meetings and functions taking place during the day whenever possible and tries to call her rather than email her out of office hours.

(Continued on next page.)



(Continued from previous page.)

The RNIB adviser meets Jessica in the office and talks through the requirements of her job with her and Tony. He tells them she has a number of equipment options. Unfortunately there is currently no compatible software Jessica can use with a BlackBerry in the UK. This means she can either use a Symbian mobile phone or a PDA that uses speech to text software.

The alternative is an easy to use mobile phone and a small, lightweight laptop with speech to text software. Jessica decides this isn't practical as it means she won't always have access to her email and so would prefer a Symbian phone or PDA with the appropriate software. She would, however, like the speech to text software for the laptop she already uses. She also learns how to change her desktop and layout so it is easier for her to use.

The RNIB adviser makes his recommendations to Access to Work with options for where the equipment can be bought. Access to Work will not contribute to the cost of a BlackBerry equivalent or a laptop, as this is equipment that Jessica's employer would provide to anyone who did her job. It will, however, pay the difference in cost if the Symbian phone or PDA is more expensive than a BlackBerry. The cost of the software for the laptop will also be met if it comes to more than £300.

Access to Work also agrees to pay for taxis to evening work meetings and functions that Jessica needs to attend. The adviser asks Jessica to estimate how many such events she thinks she will need to attend in the coming year and how far the furthest is likely to be.

The adviser will then produce a yearly profile for Jessica that can be reviewed at any time. All Jessica needs to do is to retain receipts from the taxi firm it has been agreed she will use so she can claim back the fares. The Access to Work adviser sends Tony a letter outlining everything that has been agreed and Tony ensures the recommended equipment is bought and the software installed as well as claiming the approved costs back from Access to Work.

With the new equipment and the reassurance of knowing she can get taxis to and from evening functions Jessica's confidence is restored and she feels she is contributing fully to the team again.





# Appendix 1

## What the Equality Act says about employing disabled people

### What is a disability?

The Equality Act gives rights to disabled people who have, or have had, a disability which makes it difficult for them to carry out normal day-to-day activities. The term 'disability' covers both physical and mental impairments that have a substantial and a long-term effect on the person's ability to carry out normal day-to-day activities. A long-term effect is one which has lasted, or is expected to last, at least 12 months or the rest of the person's life if shorter.

Medical or other treatment and aids, which alleviate or remove the effect of the impairment, are to be disregarded when assessing whether the impairment has a substantial adverse effect on normal day-to-day activities. This means people with conditions such as insulin dependent diabetes, epilepsy or depression may be protected.

The exception are people who wear spectacles or contact lenses – the effect on them must be assessed while the person is wearing the spectacles or contact lenses.

Progressive conditions, which have a slight effect on day-to-day activities but are expected to become substantial, are covered, as are conditions that have a substantial effect for short periods but are likely to recur.

HIV, multiple sclerosis and cancer, are deemed to be disabilities from the date of

diagnosis. People with severe disfigurements are also deemed to be disabled by the Act, as are people who are registered as blind or partially sighted with their local authority or an ophthalmologist.

People who have had a disability in the past which had a substantial adverse effect on their normal day-to-day activities for a period of at least 12 months are also protected by the Act. This is the case even if their disability existed before the Equality Act or its predecessor, the Disability Discrimination Act came into force and they have now fully recovered.

The Equality Act does, however, specifically exclude some conditions. These are:

- Tendency to set fires.
- Tendency to steal.
- Tendency to physical or sexual abuse of others.
- Exhibitionism.
- Voyeurism.
- Seasonal allergic rhinitis.
- Addiction to alcohol, nicotine or another substance (unless the addiction was originally the result of administration of medically prescribed drugs or other treatment).

There is always a risk of both litigation and loss of reputation if an employer or service provider fails to make reasonable adjustments because they assume that an employee will not meet the definition of disability. Remember that the purpose of a reasonable adjustment is to enable an employee to perform to the best of their ability.

If you are uncertain whether an individual is covered by the Equality Act, you should assume they are and make any reasonable adjustments that are necessary for them to do their job.

### Employment

Under the Equality Act it is unlawful for an employer to treat a disabled job applicant, or an employee, less favourably simply because of their disability, i.e. worse than someone without that disability when all the surrounding circumstances including the abilities of the disabled person, are the same. This type of direct discrimination is unlawful and cannot be justified.

Employers also need to ensure that they don't impose policies or practices that apply to everyone who works for them that might have more of a detrimental impact on some disabled people because of their disability, for example, putting the staff handbook on an intranet that people with visual impairments cannot access using adaptive software.

It is also unlawful for an employer to treat a disabled person unfavourably for a reason arising out of a disability that the employer knew about or could reasonably be expected to have known about unless the treatment can be justified. A reason arising out of disability could be the ability to perform a particular duty, work certain hours or disability-related sickness absence.

Unfavourable treatment can only be justified if the treatment is a proportionate means of achieving a legitimate aim.

This means that decisions should only be made after proper investigation of the particular circumstances and not be based on stereotypical assumptions.

It is also unlawful for an employer to harass an employee because of their disability.

An employer has a duty under the Act to make reasonable adjustments to prevent a disabled employee from being placed at a substantial disadvantage by any physical feature of the premises, or by any provision, criteria or practice of the employer.

The duty applies to all aspects of employment, including recruitment and selection, training, transfer, career development and retention. When deciding whether or not an adjustment is reasonable an employer should consider:

- The effectiveness of the adjustment in preventing the disadvantage.
- The practicality of the adjustment.
- The financial and other costs of the adjustment and the extent of any disruption caused.
- The extent of the employer's financial or other resources.
- The availability to the employer of financial or other assistance to help make an adjustment, e.g. through the Access to Work scheme and the support of Jobcentre Plus.

Whenever an employer is told or could reasonably be expected to know that an employee or applicant for a post might have difficulty doing a job because of a disability, they should investigate reasonable adjustments to the working environment or arrangements that could overcome the barriers faced by that person.

Failure to do so could lead to unfavourable treatment of the person for a reason arising out of their disability if, for example, they are not appointed or promoted or have their contract of employment terminated.

It is important to remember that treating everyone the same does not mean that everyone is treated fairly. The law requires people to be treated differently according to their needs by making reasonable adjustments for them.

### Which employers are affected

The Equality Act applies to all employers regardless of size. The Act also covers the following people who are not employees:

- Prison officers.
- Firefighters.
- Police officers.
- Partners in firms, barristers.
- Office holders.
- People undertaking practical work experience for the purposes of vocational training.
- People employed onboard ships, hovercrafts and aeroplanes.

People who work outside the UK, but for an establishment based in the UK, also have the protection of the Act. The armed forces, however, continue to be exempt.

### Quota Scheme

Registration as disabled (known as the 'Green Card') and the Quota Scheme ended with the introduction of the Disability Discrimination Act which was the predecessor of the Equality Act. Disabled people no longer need to register, and employers are no longer required to employ a quota of registered disabled people. The only exception is that people who are certified as blind or partially sighted by an NHS consultant ophthalmologist or local authority are deemed to be disabled under the Act.

There is, however, nothing to stop employers setting targets for the employment of disabled people and most employers can advertise jobs as open only to disabled candidates. This is because the disability provisions of the Equality Act are largely asymmetric in that they provide protection from discrimination only to disabled people. By contrast the race provisions apply to people of every race and those relating to sex discrimination to men and women.

# Appendix 2

## Access to Work

The Access to Work programme is a government funding scheme run by Jobcentre Plus. It provides financial assistance towards the extra costs of employing someone with a disability. It is available to unemployed, employed and self-employed people and can apply to any job, full-time or part-time, permanent or temporary. The only exception is individuals that work for a Ministerial government department, who have been excluded from the scheme since 1 October 2006.

Access to Work is intended to provide assistance towards covering the costs of adjustments which otherwise would not be reasonable. Employers still have a duty to make reasonable adjustments under the Equality Act 2010.

## Employment status

Access to Work defines four types of employment status:

- Unemployed.
- Self-employed.
- People employed for less than six weeks.
- People employed for more than six weeks.

## Support available

The type of support available includes:

- Communicator at a job interview for people who are deaf or have a hearing impairment.
- Reader at work for someone who is blind or has a visual impairment.
- Support worker if someone needs practical help because of their disability, either at work or getting to work.
- Adaptations to a vehicle, or help towards taxi fares or other transport costs if someone cannot use public transport to get to work because of their disability.
- Equipment (or alterations to existing equipment) necessary because of an individual's disability.
- Alterations to premises or a working environment necessary because of a person's disability.

## Funding available

The funding available can depend on the employment status of the disabled individual at the time of application and the size of the employer. Access to Work will provide the following support irrespective of employment status:

- Travel to work – the programme will pay up to 100% of all approved costs irrespective of employment status.
- Communicator support at interview – the programme will pay up to 100% of all approved costs irrespective of employment status.

- A support worker – the programme will pay up to 100% of all approved costs irrespective of employment status.

Other support can vary depending on employment status. Access to Work provides the following:

- For unemployed people starting a job and all self-employed people – the programme will pay up to 100% of all approved costs.
- For people changing jobs – the programme will pay up to 100% of all approved costs.
- For employed people who have been with the employer for six weeks or longer – the programme will make a contribution towards special equipment or adaptations to premises. The Access to Work contribution depends on the size of the employer.
- Large employers (with more than 249 employees) will pay the first £1,000 of the cost of relevant elements;
- Medium employers (with 50-249 employees) will pay the first £500 of the cost of relevant elements;
- Small employers (with 10-49 employees) will pay, as now, the first £300 of the cost of relevant elements; and
- Employers with fewer than 10 employees and self-employed people will be exempted from making any contribution to costs.

All employers with 10 or more employees will also be expected to pay 20% of the subsequent cost, up to £10,000.

So for example, if a large employer has an employee who needs an adjustment costing £2,000, the employer will be expected to pay £1,200 in total – the first £1,000, plus 20% of the subsequent cost (i.e. 20% of the remaining £1,000).

Access to Work funding is ongoing, a review of an individual's circumstances and support needs will take place if further funding is needed after 3 years.

Applications for Access to Work must be made by the person with the disability on an application form. Forms are available from Access to Work Operational Support Units.

In some cases Access to Work solutions may incur a business benefit, for example, if other members of staff use your specialist equipment as part of their own work. In these instances the business benefit costs will be estimated and deducted from the Access to Work costs. The programme will pay a proportion of the remaining amount as described above.

### Applying for Access to Work

If your employee is eligible for support under the Access to Work programme, they will need to make an application. Applications are taken by telephone and a form is sent to the employee for them to sign and return. Once returned, the application will be allocated to an Access to Work adviser.

The adviser will then contact the employee and conduct an appraisal of their needs. The adviser will also need to speak to the employee's line manager. In most cases, this can be done by telephone, but a visit may be necessary and can be arranged if requested by you.

Specialist advice may be required in some circumstances and the Access to Work adviser will help to arrange this. For example, the adviser may arrange for a specialist organisation to complete a technical or work station assessment in order to recommend appropriate support.

In these cases, a confidential written report will be sent to the Access to Work adviser, which will help inform them of the required level of support.

### Further information

The Access to Work programme is administered by Jobcentre Plus. To find out more about the programme and how to apply for support, you need to contact your nearest Access to Operational Support Units – the details of which are below.

Note: Access to Work funding is not available retrospectively. It will not refund any payments that have already been made towards the cost of reasonable adjustments.

## Access to Work Operational Support Units (OSUs)

Contact details for the three OSUs that deal with applications and claims for Access to Work.

Contact the OSU covering the area where you work by telephone, textphone, fax, email or by post. Please note that there are no walk-in facilities, these are postal addresses only.

### London

Contact this centre if you work in:

- South East England.
- London.
- East of England.

#### Jobcentre Plus

Access to Work Operational Support Unit

Nine Elms Lane

London SW95 9BH

Tel: 020-8426-3110

Textphone: 020-8426-3133

Fax: 020-8426-3134

Email: [atwosu.london@jobcentreplus.gsi.gov.uk](mailto:atwosu.london@jobcentreplus.gsi.gov.uk)

### Cardiff

Contact this centre if you work in:

- South East England.
- Wales.
- West Midlands.
- East Midlands.

#### Jobcentre Plus

Access to Work Operational Support Unit

Alexandra House

377 Cowbridge Road East

Cardiff CF5 1WU

Tel: 02920-423-291

Textphone: 02920-644-886

Fax: 02920-423-342

Email: [atwosu.cardiff@jobcentreplus.gsi.gov.uk](mailto:atwosu.cardiff@jobcentreplus.gsi.gov.uk)

### Glasgow

Contact this centre if you work in:

- Scotland.
- North West England.
- North East England.
- Yorkshire and Humberside.

#### Jobcentre Plus

Access to Work Operational Support Unit

Anniesland JCP

Baird Street

Glasgow G90 8AN

Tel: 0141-950-5327

Textphone: 0845-602-5850

Fax: 0141-950-5265

Email: [atwosu.glasgow@jobcentreplus.gsi.gov.uk](mailto:atwosu.glasgow@jobcentreplus.gsi.gov.uk)



# Appendix 3

## Managing sickness absence and disability leave

### Recording disability related absences

It is best practice (and legally sensible) to record disability related sickness absences separately from other absences such as:

- Non-disability related sickness absence.
- Disability leave (see below).
- Study leave.
- Compassionate leave.
- Carer's leave.

### Self-certification sick forms

Ask every employee, on sickness absence self-certification forms, if the absence was related to a disability. The form should clearly state who will have access to this information, e.g. human resources, the line manager, occupational health.

An employee may tell you about a disability for the first time on such a form and so it is vital that this is followed up with a discussion with that employee. This may result in medical reports being sought and reasonable adjustments being identified.

Information about disability is sensitive personal data for the purposes of the Data Protection Act. The self-certification form should, therefore, ask the employee to consent to the information being passed to the people listed by signing the form. You should make it clear on the form that the information will not be given to anyone else without the consent of the employee.

## Discounting disability related sickness absences as a reasonable adjustment

It might be reasonable in some situations depending on the individual circumstance to discount some or all disability related absences when considering:

- Promotion.
- Training opportunities.
- Redundancy.
- Bonuses.
- Disciplinary procedures for poor attendance.
- Whether to reduce or end sick pay.

Remember that it may not be reasonable in every case to discount all disability related absences. In the case of *Royal Liverpool Children's NHS Trust v Dunsby* the Employment Appeal Tribunal (EAT) pointed out that the law does permit employers to dismiss employees for disability related absences where they are justified in doing so, i.e. where no reasonable adjustments enable the employee to improve their attendance and the level of absence cannot be reasonably accommodated.

In *O'Hanlon v HMRC* the Court noted that it was reasonable in this case for the employer to reduce the employee's sick pay by half and then to stop paying it because it had made all possible reasonable adjustments to enable Ms O'Hanlon to return to work but she was simply too sick to do so. This case should, however, be contrasted with the case of *Nottinghamshire County Council v Meikle* where the employer had not made reasonable adjustments Ms Meikle needed in order to be able to do her job and so could not justify paying Ms Meikle half her sick pay after six months.

The court held in this case the employer should have made the further reasonable adjustment of continuing to pay Ms Meikle her full salary after six months.

Recording disability related absences separately will make it easier to decide when it is reasonable to continue to pay sick pay (at full or half rate) and when it might be justified to end sick pay or even end the employee's employment.

### Disability leave

'Disability leave' is not a legal term. It is, however, a useful way of categorising the type of leave an employee might need to adjust to changes in their life caused by a new or existing disability. Time off for treatment or rehabilitation, which might be categorised as disability leave, is a reasonable adjustment that employers might have to provide. Disability leave should facilitate rehabilitation, treatment for, or adjustment to, a disability and is for a fixed period, or periods, of time that the employer and the employee know about in advance. In other words, there is a fixed end date for the leave.

Disability leave is also suitable for absences of a short period of time that are needed on a regular basis.

The predictable and fixed nature of disability leave distinguishes it from disability related sickness absence, which is unpredictable and for unknown periods of time. Recording such absences as 'disability leave' as opposed to sickness absence means that it should not impact on the employee's entitlement to sick pay. Nor should it trigger disciplinary proceedings for sickness absence.

### Examples of disability leave:

- An employee attends a four-week residential course to be trained to use a new guide dog.
- An employee requires a period of adjustment and rehabilitation following an accident that has resulted in a mobility impairment (NB: this individual will have been on sick leave during initial medical care and treatment. Disability leave might be granted following discharge from hospital in order to allow time to adjust to the living environment).
- An employee needs three hours of physiotherapy every fortnight for a fixed and agreed period of time, e.g. Wednesday mornings for the next eight weeks.

Line managers and HR managers exercising their discretion together can decide what is disability leave, taking into account the individual needs of the employee. Using the reasonable adjustment form will help you decide how much leave is reasonable and whether or not it can be paid. It is best practice to pay the employee wherever possible.

The size and resources of the employer as well as the expertise and length of service of the employee will determine whether and for how long it will be reasonable for the employer to provide paid disability leave.

### It should be noted that:

- If an individual is absent from work because they are waiting for reasonable adjustments to be made, this is not sickness absence or disability leave. This employee is willing to work, but is unable to because the employer has not fulfilled its duty to make reasonable adjustments.
- When an employee is absent awaiting redeployment the individual should be on full pay, even if it is following a period of long-term sickness absence.

Some employers find it useful to term this type of leave as disability adjustment leave so that it is not confused with sickness absence or disability leave which is when an employee is unable to work because of an illness or disability.

### Sick pay as a reasonable adjustment

If an employee is paid sick pay while waiting for reasonable adjustments to enable them to return to work, and sick pay entitlement is reduced or runs out after a certain period you should consider the reasonable adjustment of continuing to pay full rate sick pay. The safer and best practice option is not to count this as sickness absence at all.

# Appendix 4

## Reasonable adjustment request form

Completed by:

Position:

Department:

Date:

Re:

Date adjustment requested:

Description of disadvantage experienced by the employee and nature of adjustment requested:

Has advice been sought from anyone else, e.g. occupational health adviser, GP/specialist, Jobcentre Plus adviser? If so, please attach a copy of the advice/assessment or provide a date by when this is expected.

How effective will the adjustment be in preventing the disadvantage?

How practical is it to make this adjustment? For example, how long will it take to implement the adjustment; will additional training be needed for the disabled person or anyone else?

Are the financial and other costs, if any, of the adjustment reasonable?

What, if any, disruption will be caused by making the adjustment?

Is financial or other assistance available to help make an adjustment, e.g. Access to Work?

What effect, if any, will the adjustment have on other employees?

What adjustments have been made or are required for other employees in your team?

Has the employee been consulted on the adjustment and agreed that it is needed?

Would making the particular adjustment result in unacceptable risks to the health and safety of any person (including the disabled person)?

Would making the adjustment reduce a health and safety risk for anyone including the disabled person?

Any other relevant factors:

Line manager's recommendation:

Signed:

# Appendix 5

## Further information

### Employers' Forum on Disability

Nutmeg House  
60 Gainsford Street  
London SE1 2NY

Tel: 020-7403-3020

Textphone: 020-7403-0040

Fax: 020-7403-0404

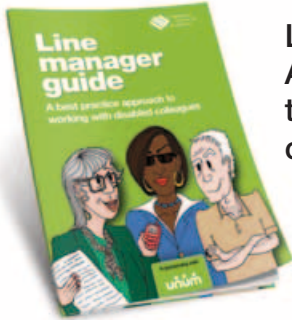
Email: [enquiries@efd.org.uk](mailto:enquiries@efd.org.uk)

Website: [www.efd.org.uk](http://www.efd.org.uk)

If you would like further information, contact  
EFD's Disability Directions on 020-7403-3020.

# EFD products and services

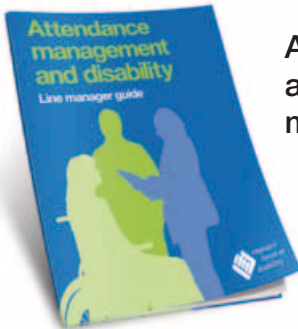
## Line manager guides



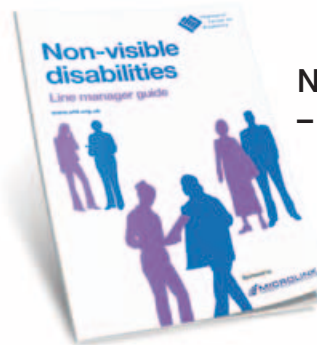
Line manager guide –  
A best practice approach  
to working with disabled  
colleagues



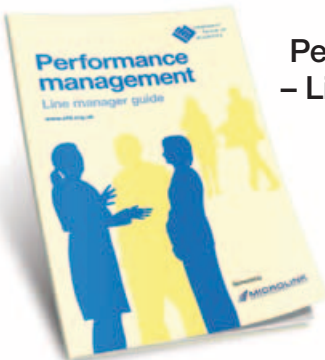
Non-visible disabilities  
– Line manager guide



Attendance management  
and disability – Line  
manager guide



Non-visible disabilities  
– Line manager guide



Performance management  
– Line manager guide

All guides are available to purchase in hard copy or licensed for your organisation's intranet. Please contact the team on 020-7089-2410 or email [publications@efd.org.uk](mailto:publications@efd.org.uk)



### EFD membership enables you to:

- Access specialist advice and training on disability legislation and related employment regulations.
- Enhance your reputation with disabled people, employees, customers and government.
- Build your business case on disability confidence.

### Other EFD products and services:

#### Disability Directions advice service

All employees of a member organisation can contact us by phone or email to have all questions answered on disability as it affects their organisation; anything from reasonable adjustments for a disabled employee or customer to producing accessible communications. This unique member service offers you a one stop shop of best practice advice and guidance. Last year, 96% of all queries were answered within 24 hours.

#### Training and events

We run a comprehensive UK-wide programme of practical solutions-based training and events. Up to 20 events per year are free for members. Responding to members' needs, we make it easier to share best practice on disability and keep up to date on the most current issues relating to disability and employment. Our events are a mixture of face-to-face contact and virtual attendance from the comfort of your own workplace. We also provide in-house bespoke training and consultancy services.

### Publications and resources

Whether it's guidance on disability etiquette or ensuring your line managers are disability confident, our team can advise you on which EFD publications are best for your organisation's needs. Members receive a free set of our world-leading publications on joining.

#### Other benefits popular with members include:

- Free e-check for your intranet or website.
- Free two-hour document review service.
- Member-only content on our website (which can be accessed by all employees).
- Participation in EFD's Disability Standard, the only management tool that enables you to assess your organisation's performance on disability.

#### How to contact EFD

Tel: 020-7403-3020

Textphone: 020-7403-0040

Fax: 020-7403-0404

Email: [enquiries@efd.org.uk](mailto:enquiries@efd.org.uk)

Website: [www.efd.org.uk](http://www.efd.org.uk)

## **Employers' Forum on Disability gold members include\***

**Accenture, Alexander Mann Solutions, Allianz, American Express, AstraZeneca, Barclays, BBC, BSkyB, BT, BUPA, Cisco Systems, de Poel, Deloitte, Department for Transport, Department for Work and Pensions, Ernst & Young, Fujitsu, GlaxoSmithKline, Goldman Sachs International, GoodPeople, HM Revenue & Customs, Home Office, InterContinental Hotels Group, Kingfisher, KPMG, Land Securities Group, Lloyds Banking Group, Logica, McDonald's Restaurants, Microlink PC, Microsoft, Ministry of Defence, Ministry of Justice, Mitie Group, Motability Operations, NHS Employers, NHS Scotland, Nomura, Nuance, Oracle, PricewaterhouseCoopers, Royal Bank of Scotland Group, Royal Mail Group, Sainsbury's, Santander, SAP, Serco Group, Serious Organised Crime Agency, South West London & St George's Mental Health Trust, Tesco Stores, UBS.**

**\*Correct at time of publication.**



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forum on  
disability**

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**Employers' Forum on Disability is committed to ensuring that all its products and services are as accessible as possible to everyone, including disabled people. If you wish to discuss anything with regard to accessibility, please contact us.**

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