



Reasonable Adjustments Toolkit



UK Research
and Innovation

This toolkit has been designed to help managers navigate and support staff on implementing Reasonable Adjustments.

It details some of the 'how' and 'what' managers should consider when discussing and putting in place reasonable adjustments.

We know that it can sometimes be a challenge for managers to discuss disability issues, and we have developed a 'conversation wheel' to help you step through the process.

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TEST YOUR UNDERSTANDING

🔍 Quiz

What is a reasonable adjustment

Scope and Definition

Reasonable adjustments are specifically for employees with a disability.

All employees on UKRI terms and conditions (non-disabled and disabled employees), please refer to [UKRI Ways of Working Policy](#) for other non-disability related flexible working requests, information for adjustments not related to a disability, health condition or impairment. MRC institute employees should contact their local HR team for more advice.

"Disability is defined by the Equality Act 2010 as, "a physical or mental impairment that has a substantial and long-term adverse effect on the ability to carry out normal day-to-day activities. 'Substantial' means more than minor or trivial. 'Impairment' covers, for example, long-term (i.e. lasting more than 12 months) medical conditions such as asthma and diabetes, and fluctuating or progressive conditions such as rheumatoid arthritis or motor neurone disease."

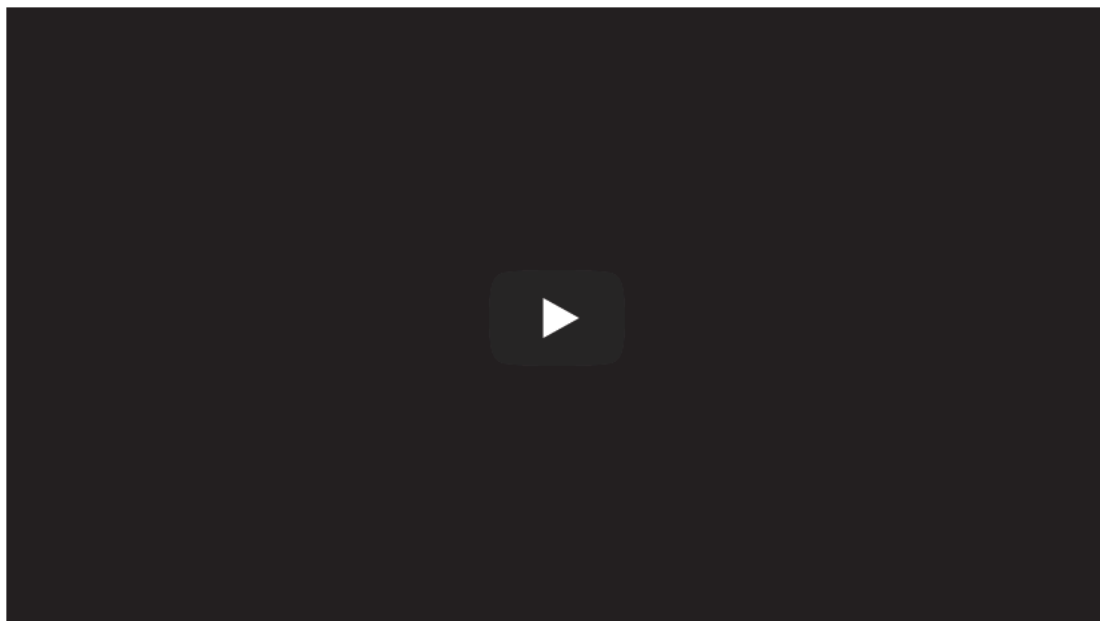
A mental impairment includes mental health conditions, like Bipolar Disorder or Depression, development disorder like Autism Spectrum Disorder (ASD), learning difficulties like Dyslexia, and learning disabilities for example, Down's Syndrome. A learning difficulty does not

affect general intelligence, whereas a learning disability is linked to an overall cognitive impairment.

People with progressive and fluctuating illnesses such as Cancer, Motor Neuron Disease, Multiple Sclerosis and HIV or AIDS, are automatically protected by the Act from the point of diagnosis. People with severe disfigurement are protected without needing to show that their disability has a substantial adverse effect on day-to-day activities.

The duty to make reasonable adjustments applies to all aspects of employment and to all the services we provide. This guide deals with the employment aspects of reasonable adjustment.

 YOUTUBE



Workplace adjustments for disabled people - English subtitles

[VIEW ON YOUTUBE >](#)

Reasonable adjustments are specifically for employees with a disability.

CONTINUE

The duty

What is the duty?

The duty to make reasonable adjustments exists to give disabled employees as equal access as non-disabled employees, to everything that is involved in doing and keeping a job. When you know that one of your team is disabled you have a duty to take steps to remove, reduce or prevent the barriers that that individual faces at work. These barriers include:

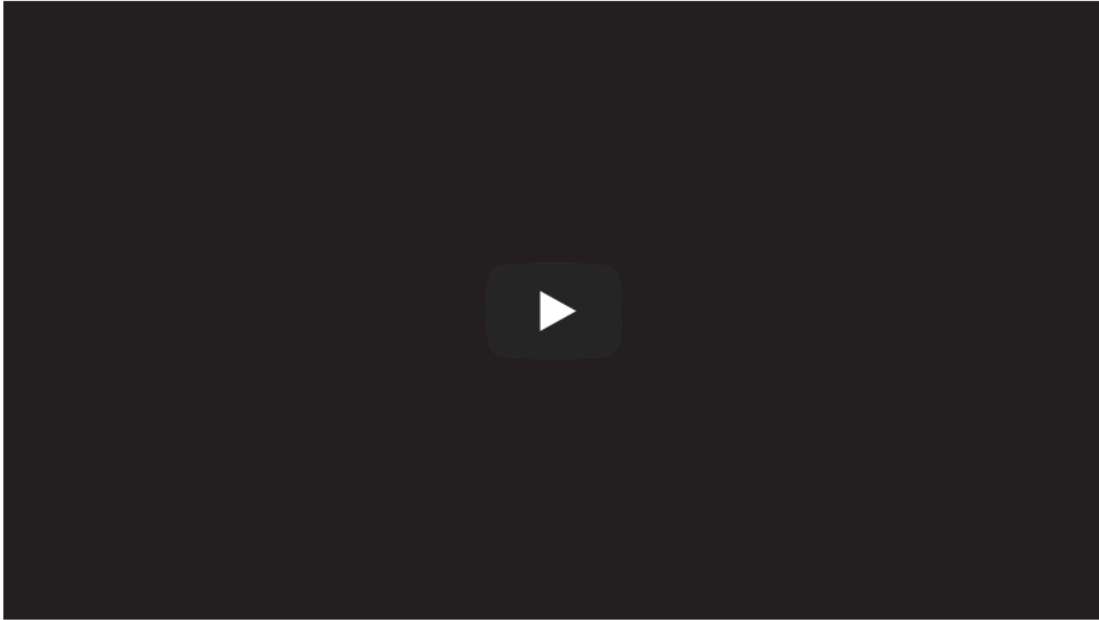
- Prejudice and stereotypes;
- Inflexible organisational procedures and practices;
- Inaccessible information;
- Inaccessible buildings; and,
- Inaccessible transport.

What is judged to be reasonable within the law depends on several factors including:

- how effective the change will be in overcoming the barriers faced;
- practicality;
- cost;

- the organisation's resources and size; and,
- the availability of financial support.

 YOUTUBE



What is disability discrimination? | Equality law: discrimination explained

Lauren Queen gives an introduction to equality law around age discrimination, under the Equality Act 2010. Find out more at <https://www.equalityhumanrights.co...>

VIEW ON YOUTUBE >

CONTINUE

Document List

For Quick Reference please see below all files within the toolkit



All Documents.zip
3.8 MB



Toolkits



**Supporting-colleagues-who-acquire-their-impairment-
whilst-in-your-employment-Toolkit.pdf**
413.7 KB



**Supporting-colleagues-with-Learning-Disabilities-in-the-
workplace-Toolkit.pdf**
377.5 KB



**Supporting-colleagues-with-long-term-health-conditions-
in-the-workplace-Toolkit.pdf**
387.3 KB





Supporting-colleagues-with-Physical-Disabilities-in-the-workplace-Toolkit.pdf

436.8 KB



Understanding-Non-visible-Disabilities-Toolkit.pdf

379.4 KB



Colour-blindness-in-the-workplace-Toolkit.pdf

372.9 KB



Inclusive-Employers-Sensory-Impairment-Toolkit.pdf

407.6 KB



Forms



Tailored Reasonable Adjustment Plan.docx

69.5 KB



Innovate UKRI - Health Assessment Form.pdf

534.3 KB



Guides



Guide reasonable adjsutments for mental health.docx

64.4 KB



Guide reasonable adjsutments for mobility impairments.docx

64 KB



Guide reasonable adjsutments for Muscular Skeletal Impairments .docx

64.2 KB



Guide reasonable adjsutments for Recruitment, Retention and Redeployment.docx

64.9 KB



Guide reasonable adjsutments for Visual Impairments.docx

64.9 KB



Guide to resonable adjustments for speech impairment.docx

63.2 KB



Guide reasonable adjustment for Neurodiversity.docx

219.2 KB





Guide to Access to Work.docx

65.3 KB



CONTINUE

Starting the conversation

The conversation

There are many reasons why an employee with a disability might not tell their line manager. The fear of discrimination from staff and managers still exists as does a lack of understanding about the potential benefits of sharing information that would help all involved.

As a line manager you should monitor how your employees are handling their work, and to see if they need any support, including adjustments and if they face any health-related barriers at work. For example, an employee might think that they're doing fine, but you might notice that they're having to work longer than expected, or that their work isn't of the quality you would expect.

By promoting a raised awareness of the conditions that may hinder employees, to increase the importance of building trust and supplying training for line managers.

Many disabled individuals are not aware of the support that is available to help them work to their full potential. Many individuals who would be defined as disabled by the law would also not consider themselves to be disabled. Some staff may choose to tell you about their disability

only after they trust you. Regardless on whether they see themselves as disabled they are still protected under the Equality Act 2010.

An employee may not realise that they have a disability, or they may not know what adjustments they need. First talk to them about their work and if necessary, talk to HR about organising an assessment or obtaining expert advice from Occupational Health and the Business Disability Forum Telephone: +44-(0)20-7403 020
Email: enquiries@businessdisabilityforum.org.uk

Disability Matters, our disabled staff network, exists to support and advocate on behalf of our disabled staff and show that they are not alone.

Should an employee be off work unwell, then the return to work meeting is an ideal opportunity to open or continue a discussion on reasonable adjustments that would support their return to work. In some cases, it may be useful to seek expert advice. However, in some cases, the employee may have a great deal of knowledge about their requirement and the kind of adjustments that might help them to do their job.

- The focus should be on asking the employee to help you understand any barriers they face to doing their job well or being effective at work.

- These barriers could be a combination of their impairment, their role and their way of managing their impairment.
- Remember, two people with the same impairment and the same job may need different adjustments.
- Listen well and ask open questions to help you understand.
- Try to establish what it is that helps or hinders the individual to stay safe and perform well.

You can find more information on Active Listening by clicking on the button.

[GO TO LESSON](#)

You can find more information on Asking Effective Questions by clicking on the button.

[GO TO LESSON](#)

By having a conversation you'll begin to understand the employees impairment and how it presents itself, this is the first step to building a trusting work relationship.

CONTINUE



Line manager conversation wheel

The Conversation Wheel

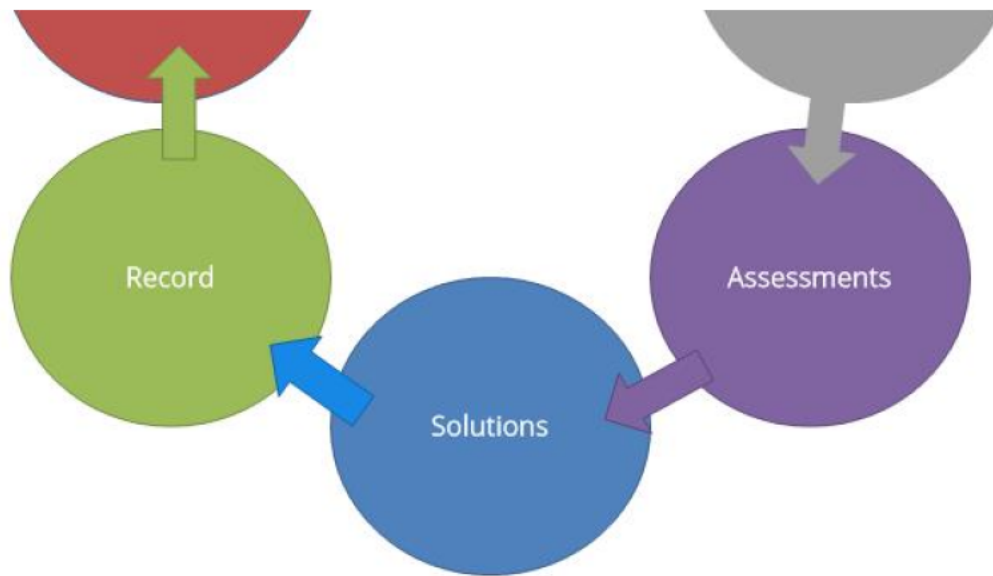
To find out more about your employee's requirements in relation to reasonable adjustments, you need to speak to them. For effective conversations, you should follow the five steps shown in this diagram.

Make regular appointments to review the action plan that results from you completing this step. You should meet as soon as possible if the role or impairment alters, or if line management changes. This may see you taking on responsibility for someone with reasonable adjustments already in place.

If there is an existing discussion template, the employee may have a copy to show you what is already in place.

Click on each bubble below for more information





Tailored Adjustment Plan



Tailored Reasonable Adjustment Plan.docx

69.5 KB



CONTINUE

Line manager checklist

1. Start the conversation, have you spoken to the employee.

- Yes, if you are confident in the discussion move to Q2 or for further support refer to the conversation wheel.
- No, follow the line manager conversation wheel discussion tool.

Line Manager Conversation Wheel

[NO, CLICK HERE](#)

2. Have you completed the Tailored adjustment plan ?

- Yes - continue to Q3
- No, complete a tailored adjustment plan

Click here to access the Tailored adjustment plan

[NO, CLICK HERE](#)

3. Do you know what reasonable adjustments your employee needs?

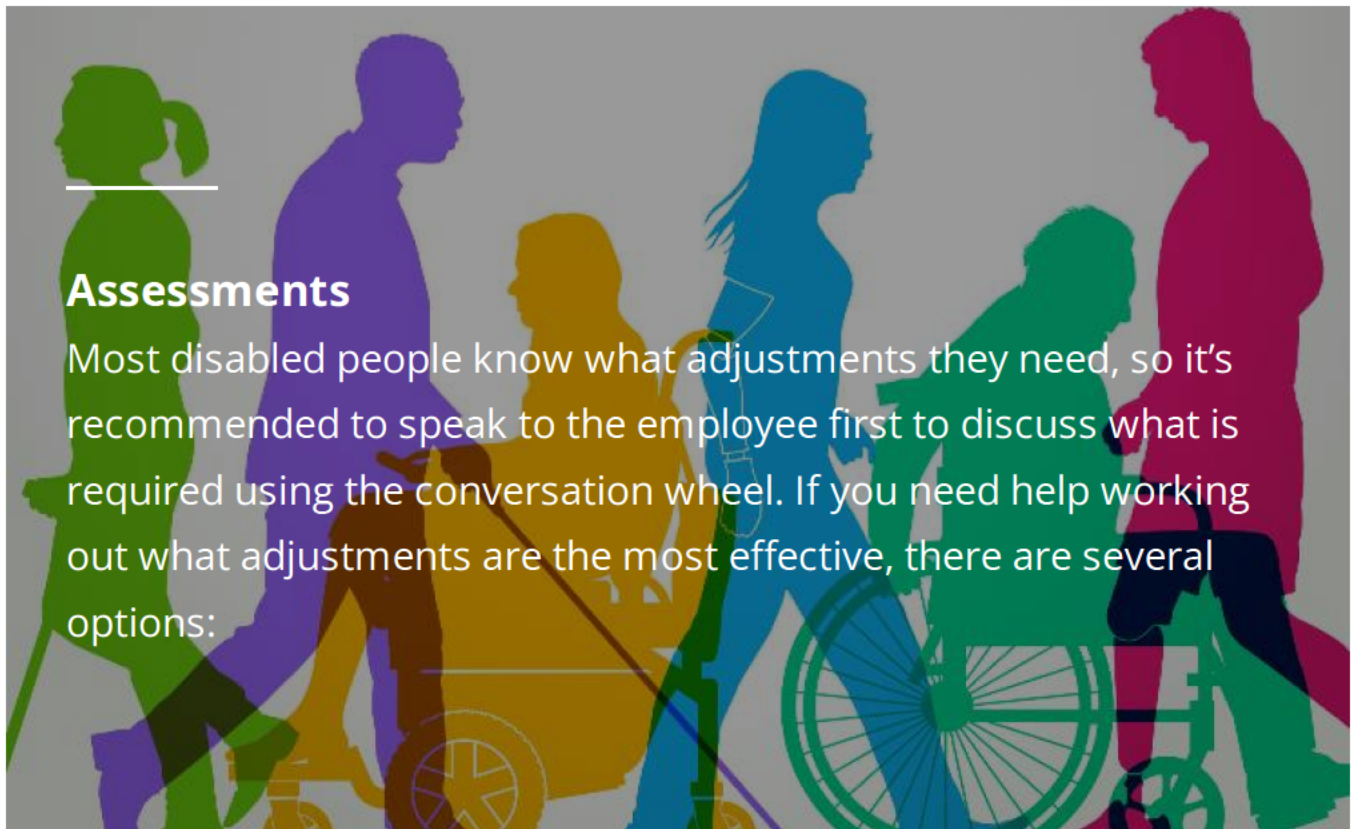
Yes, click here

YES

No, click here

NO

Assessments



Assessments

Most disabled people know what adjustments they need, so it's recommended to speak to the employee first to discuss what is required using the conversation wheel. If you need help working out what adjustments are the most effective, there are several options:

Display Screen Equipment

If the adjustments relate to a workstation, then ensure an initial Display Screen Assessment (DSE) has been carried out. This is appropriate for employees whose usual workplace is in the office environment, this assessment will be sent to all new starters unless we are notified otherwise by HR or line manager.

Home Working DSE

This assessment is for employees who are contracted or work regularly from home.

Email

Email [REDACTED] if you would like access to this training. An automatic escalation occurs from the DSE whenever anyone has seven or more red flags, leading to a telephone or, in some cases, a face-to-face detailed assessment.

Occupational health & health screening medicals

Occupational health can provide access to Health surveillance, this assessment with help to detect early signs of work-related ill health or addressing the impact of non-occupational ill health on an employee's ability to undertake their roles, usually managed by HR. Health screening is any examination, whether legally required or not, intended to establish individual's baseline health and confirm their ongoing suitability for a specific task/role highlighted by the organisation, e.g. forklift truck driver. If you would like to speak about possible workplace adjustments, please speak to your line manager or HR Advisor, who can put you in touch with the Occupational Health team.



Innovate UKRI - Health Assessment Form.pdf
534.3 KB



Remember most disabled people know what adjustments they need, therefore it's recommended to speak to the employee to discuss what is required.

CONTINUE

Deciding what is reasonable

Practicability

An adjustment must be practicable to be reasonable. An adjustment can be practicable if it doesn't detract from a core component of the role.

It can help to distinguish between process and outcomes. If an adjustment means the process changes, but the outcomes remain the same, then it is likely to be practicable. You could also allow a slight reduction in the levels of output, but not in the quality of outputs.

It can also be reasonable to transfer your employee to a suitable, alternative, vacant position. Remember, you have a legal duty to make an adjustment if it is reasonable.

Effectiveness

Does the adjustment remove or significantly reduce the barrier? If it doesn't, it is not effective. To be reasonable, an adjustment must be effective.

It's important to remember that an individual may not be an expert in their own condition. This can be especially true for neurodiversity,

where individuals may not have a formal diagnosis or even be aware that they are neurodiverse.

If they don't know of an adjustment that would be effective, ask if they'll accept advice from HR and Diversity & Inclusion experts, and experts in their condition.

Disruption of the business

This is the extent to which the adjustment would disrupt the functioning of the organisation. Most adjustments do not disrupt the business significantly. If the adjustment only affects the way an individual works and not their outputs, then it is unlikely to disrupt the organisation.

Consider whether it would be more disruptive not to make the adjustment – i.e. if the business would be more disrupted by their inability to perform their role fully because the adjustment was not made.

Effect of adjustments on others

Some adjustments for one employee will have an impact on other employees. For example, if the adjustment is giving the employee flexible hours, will that effect the ability of the people they work with to perform their roles?

Some people may be resentful of their colleagues' adjustments. It's important that all your team members know that you are a fair manager, and that fairness can mean treating people differently. Make sure that everyone in your teams knows that their needs are all equally important to you.

Health and Safety Risks

Most adjustments are not genuine health and safety risks. However, it is your job to assess health and safety risks for all your staff, and an adjustment will never be reasonable if it poses an unacceptable health and safety risk.

Make sure you're assessing risks accurately before refusing a request for an adjustment on health and safety grounds. Collect all the facts and don't base your decision on assumptions.

If you are worried about health and safety risks, you could conduct a risk assessment. This could involve talking to an Occupational Health advisor, an HR manager, your own manager, and other relevant experts such as IT or facilities managers and health and safety officers.

Length of service and valuable skills, contacts or training

An adjustment may be more reasonable if, by not making it, you would lose a long-serving employee. They will likely have useful organisational knowledge and experience.

They may also have been trained in vital skills or have useful contacts that you don't want to lose. Consider the impact that not making an adjustment would have, and whether the cost of losing a long-serving employee – with valuable skills, knowledge and contacts, an employee

into whom you may have invested time and money in training – is outweighed by the cost of making the adjustment.

CONTINUE

Types of reasonable adjustments

Types of reasonable adjustments

1) Changing a provision, criterion or practice or 'the way things are done'.

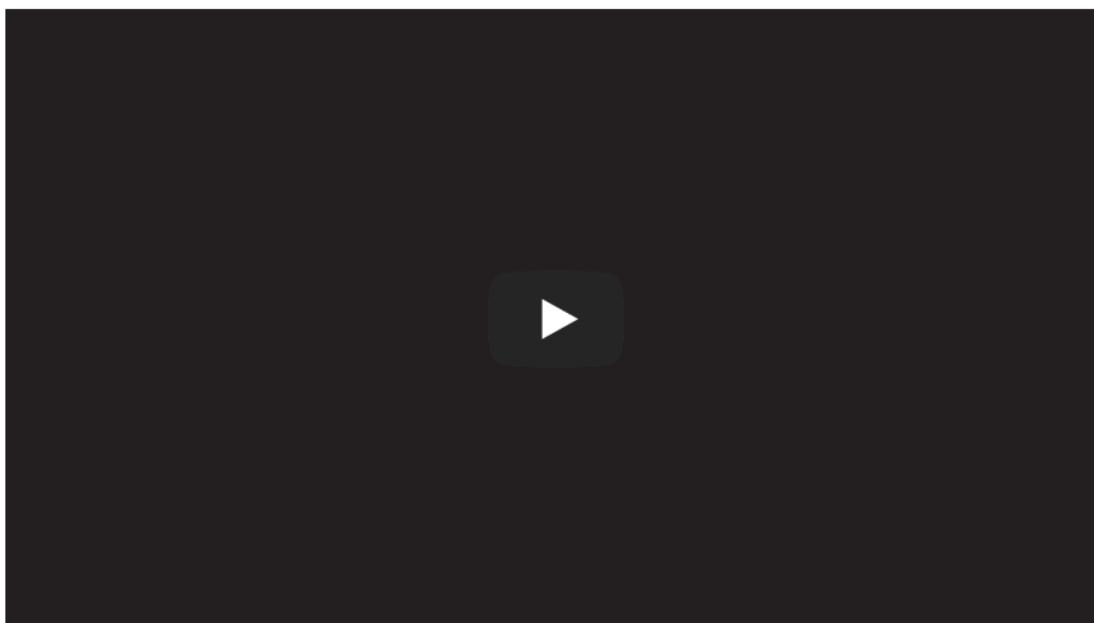
For example, allowing extra time for a graduate with dyslexia to complete their online tests at application stage, or allowing a member of staff who uses a wheelchair to travel first class on long train journeys so that they can be served refreshments and use welfare facilities. UKRI will ensure, that our job descriptions are accurate, essential criteria are essential to do the role and actively promote the adjustments we can make for applicants in the advertisement. It also covers redeploying someone into a new role because adjustments are not possible in their current role.

2) Changing a physical feature of our workplace. For example, providing flashing fire alarm warning systems for hard of hearing employees, or raising the height and changing the layout of a desk for someone with a physical impairment.

3) Providing extra equipment or assistance. For example, hearing loops, specialist software, adapted keyboards, sign language interpreters and support workers where needed. When providing

information to employees it is also reasonable to make sure that it is in an accessible format, when requested, for example a larger font or a subtitled video.

 **YOUTUBE**



Workplace adjustments explainer- voice over animation

Explanation of workplace adjustments which disabled people and those with long-term health conditions are entitled to.

[VIEW ON YOUTUBE >](#)

CONTINUE

Adjustment categories

Categories

Reasonable adjustment considerations should help you to find the information you need. This is not an exhaustive list and not one size fits all. Further guidance can be found below:

Guide to reasonable adjustments for Mental Health —

Mental health conditions, such as stress, depression, anxiety and bi-polar disorder, are reportedly becoming more common in the UK and research from Mind estimates that 1 in 4 of us will experience some kind of mental health issue each year. Mental health conditions can be classed as a disability, which as a protected characteristic is covered by the provisions of the Equality Act 2010. Under this legislation employers are required to make reasonable adjustments after a disclosure of a disability.

Some examples of the adjustments that an employee with mental health impairments might need are:

- Flexible working including changes to hours (NB flexible working as a reasonable adjustment should not be treated in the same way as a statutory flexible working request)
- Changes to targets, deadlines, projects or performance goals
- Training for staff and managers to understand mental health
- A quiet place to take time out
- A phased return to work
- A mentor or buddy in the workplace to support an employee especially when they return to work after a period of absence

You can find more information and links to toolkits with other suggestions [here](#);

Other means of support for managers

- The [Employee Assistance Programme](#) is a confidential service, available 24/7 for all staff.
- The [Welfare Service](#) is open to all UKRI staff, offering person-centred, solution-focused brief therapy and guidance for managing and supporting wellbeing. The service is confidential and accessible by email - [REDACTED]
- The Occupational Health Service can be accessed through the HR team. The service can provide advice and suggestions for reasonable adjustments and further guidance for managers supporting staff at work
- UKRI is a member of the [Business Disability Forum](#), which provides access to advice on supporting disabled staff and service-users, and on developing inclusive processes and practices (anticipating and removing barriers and making adjustments early)

Guide to reasonable adjustments for Mobility Impairments —

People with mobility problems can have a range of requirements. Some people may be wheelchair users, whilst others may use crutches. Some people will have particular problems with certain features of a building like stairs or heavy doors.

Some of the adjustments that an employee with mobility impairments might need include:

- Making sure that blue badge parking bays are provided and not used by non-disabled employees
- Providing additional seating where long walks may be needed e.g. along corridors / paths
- Providing accessible entrances, bathrooms, offices and training facilities
- Holding training or assessment days in accessible buildings
- Providing taxis where public transport is not accessible

Managers who need help in deciding whether an adjustment is 'reasonable' will find it helpful to use the 'Reasonable adjustment decision and form' available from the Advice Service at Business Disability Forum:

Email: [REDACTED]

Phone: 020 7403 3020

You can find more information and links to toolkits with other suggestions [REDACTED].

Guide to reasonable adjustments for Muscular Skeletal Impairments —

Muscular Skeletal impairments include a range of issues such as arthritis, or people who have acquired an injury that restricts their movement.

Some of the adjustments that an employee with muscular skeletal impairments might need are:

- Redeployment to another role involving less physical activity
- Ensure any online tests can be used with voice-to-text software
- Removing the employee from the most demanding work until they are fully rehabilitated, for example after an injury
- Provide extra time for assessments or regular tasks
- Provide an alternative keyboard or mouse following an expert assessment
- Supply specialist chairs or other office equipment

Managers who need help in deciding whether an adjustment is 'reasonable' will find it helpful to use the 'Reasonable adjustment decision and form' available from the Advice Service at Business Disability Forum:

Email:

Phone: 020 7403 3020

You can find more information and links to toolkits with other suggestions [\[redacted\]](#).



Guide to reasonable adjustments for Neurodiversity —

What is neurodiversity?

Neurodiversity refers to the spectrum of cognitive functioning. It means that people think differently and perceive the world in different ways, often due to conditions such as:

- autism
- ADHD
- dyspraxia (Developmental Coordination Disorder, or DCD)
- dyslexia
- dyscalculia

People may also acquire neurodiversity, for example as a result of a head injury or a stroke.

However, it's best not to focus on conditions or attempt to medicalise people. For information about some of the most common neurodiverse conditions, see the presentation 'What do we mean by neurodiversity?' in this toolkit.

A key misunderstanding is that neurodiverse conditions affect general intellect. In fact, many neurodiverse people tend to be very clever and have real strengths. One way of understanding the profile of a neurodiverse person is through the idea of a 'spiky profile', or a one with many peaks and troughs. Someone with a 'spiky profile' has some great strengths, but also finds some things much harder than other people. Generally, the strengths displayed are extremely disproportionate to their weaknesses.

In contrast, Non-neurodiverse people have relatively 'flat' profiles because the difference between their areas of strength and weakness are smaller.

Reasonable Adjustments

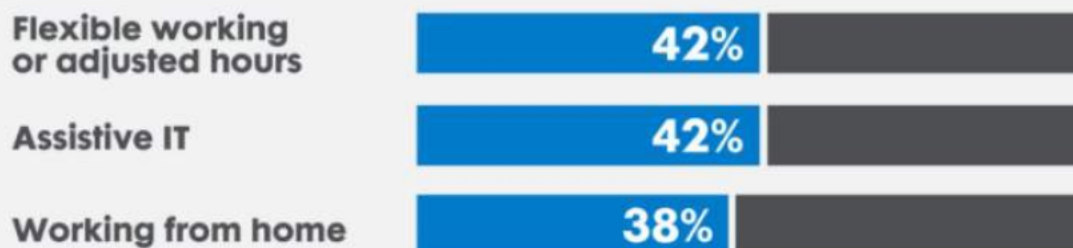
There are many adjustments that can be made, the following is intended as a starting point to consider the reasonable adjustments that may be required. Rather than focusing on the labels Autism/Autism Spectrum Disorders (ASDs), ADHD, Dyslexia, Dyscalculia, Dyspraxia and Tourette's Syndrome, this looks at various presentations across neurodiversity and the adjustments that may be helpful. The challenges that neurodiverse people face can vary; it is important to stress that each person is an individual with their own needs. As with many people, neurodiverse people have good and bad days where their symptoms can be exacerbated, and these can also be dependent on other external factors such as background distraction and stress.

For example:

- Using technology or alternative equipment
- Allowing for extra time to read documents or to complete work
- Traditional assessment methods may not work for some. Consider alternatives
- Redesigning of a job role
- Not expecting someone to answer other people's phones
- Giving tasks to people that suit their strengths
- Using noise reducing headphones to help focus by reducing distractions, this could involve listening to music
- Switching off certain lights in an office
- Providing quiet workspaces
- Allowing someone to have a fixed desk every day instead of hot desking
- To have a fixed desk with a wall behind and/or to the side to help focus

- Providing a scribe to help write large or technical documents where specific language may be needed
- Autonomy to move to a different area to sit, this maybe outside of the office to allow the individual to focus
- Personal printers and different coloured paper
- Using different communication methods such as talking through a situation instead of email
- Allowing individuals to use hand signals to show that they are thinking and trying to form an answer. This can stop people using compound questions
- Send meeting documents in advance where possible
- Structure text (documents, emails, etc.) using headings, bullet points etc.
- Highlight key details of text (documents, emails, etc.)
- Having an iPad/tablet to be able to read documents as well as annotate things or take meeting notes
- Using screen reader technology
- Using dictation software to create documents, such as Dictate or Immersive Reader functions in Office 365
- Using screen readers
- Mind mapping (either by hand or using digital software)
- Using Google Keep or Microsoft OneNote to organise reference material in one place Using advanced grammar and spell checkers
- Changing monitor settings
- Increasing text size
- Changing background colour to reduce visual stress
- Using two monitors
- Annotation software (e.g. for highlighting/making notes on documents/webpages)

The most common adjustments for neurodiverse employees are:



Source: Business Disability Forum, 'Great Big Workplace Adjustments Survey' (2019)

Guide to reasonable adjustments for Recruitment, Retention & Redeployment

Recruitment

Adjustments for disabled employees need to be considered at every stage of the recruitment process, regardless of whether the applicant is internal or external. So, we need to consider the need for adjustments:

- at application stage
- when inviting someone for interview or assessment
- when the candidate arrives at the interview or assessment appointment
- before the person starts a new role

Disability Confident Scheme

We are accredited by the Disability Confident Scheme because we are positive about employing disabled people, making reasonable adjustments where needed and offering inclusive workplaces. We are committed to:

- Interviewing all disabled applicants who meet the essential criteria for a job vacancy and consider them on their abilities
- Making sure there is a system in place to discuss, at any time, but at least once a year, with disabled employees what they can do to make sure they can develop and use their abilities
- Making every effort when employees become disabled to make sure they stay in employment
- Taking action to make sure that all employees develop the appropriate level of disability awareness needed to make our commitments work

- Reviewing the commitments and what has been achieved, to plan ways to improve on them and let employees know about progress and future plans every year

During the process recruiting managers should:

- Explain the nature of the recruitment process clearly to every applicant at every stage including any tests they may be required to complete. This will enable disabled applicants to identify if they will need adjustments
- Have a conversation with anyone requesting reasonable adjustments to find out what they will need and decide what is reasonable
- Ensure that any agreed adjustments are in place in good time for the candidate to participate in fully in the recruitment processes
- Remember, some adjustments will take longer than others to put in place, for example it can take two weeks to arrange for a British Sign Language (BSL) interpreter or a Palantypist who will type out what is being said
- Store information about adjustments confidentially, and in a way that other staff who need to know are made aware. This means that applicants don't have to renegotiate adjustments at every stage of the recruitment process
- Successful applicants should be asked about any reasonable adjustments when offered a position
- As a Disability Confident 'Leader' organisation, UKRI operates a scheme whereby disabled candidates who meet the essential criteria for a role are guaranteed an interview if they wish to take part in the scheme

Employment and Retention

Any adjustments should also be reviewed from time to time to ensure that they still are appropriate. A review is required if:

- the employee changes location
- the types of duties change
- the employee's condition changes

Redeployment

If an individual can no longer fulfil their current role, even after reasonable adjustments have been made, it may be an adjustment to redeploy them into another role with or without suitable adjustments.

Once you have found a suitable role for the employee, they should be transferred directly into the role. They should not undergo any kind of competitive interview or recruitment process because being redeployed is their reasonable adjustment. Staff should not be asked to find an alternative role or apply for other posts in these circumstances.

The main element to consider that when a member of staff is redeployed because they can no longer do their current job due to their disability, then redeploying them is an adjustment and should be treated in the same way as any other reasonable adjustments – i.e., the decision process should be evidenced based and take into account the following factors:

Effectiveness – how well does the adjustment in question remove or at least minimise the disadvantage?

Practicality – how practical is the adjustment? For example, how long will it take to implement, will anyone need extra training, etc?

Cost – for example, how much will it cost, what are the financial resources available to the organisation (include schemes such as Access to Work, for example)?

Disruption – how disruptive to the business, to others, and to the needs of the organisation would it be to make this adjustment?

Risk – would making this adjustment cause any risk to others? (NB: An adjustment will not be 'reasonable' if anyone's health and safety would be compromised by making that adjustment).

Assessing suitability

If an employee is transferred into a role that is not suitable for them, then this is not an effective adjustment and therefore probably not reasonable to make.

The important thing to remember when assessing if a role is suitable for the employee to be redeployed into (and vice versa) is to ensure that none of the barriers they face in their current role are replicated in the role that they are being redeployed into. For example, if the employee faces barriers because their current role involves a lot of travelling, then you should ensure that the new role does not require the employee to travel extensively – or if it does, can you reasonably adjust this part of the job?

When the employee is directly moved into the new role, you should build in regular reviews with the employee to assess how things are going. This should be a supportive process to help both the employee and the line manager. The discussion template should be used for these purposes.

If there are no suitable alternative current vacancies available, then we will need to set expectations and set a reasonable amount of time for the employee to be on a 'waiting list.' It is not helpful for UKRI or the employee to be waiting for prolonged periods of time for a suitable vacancy to become available. The situation should be kept under constant review.

Managers who need help in deciding whether an adjustment is 'reasonable' will find it helpful to use the 'Reasonable adjustment decision and form' available from the Advice Service at Business Disability Forum:

Email: 

Phone: 020 7403 3020

Guide to reasonable adjustments for Visual Impairments —

Many people with visual impairments or sight problems get around independently. Few people who have a visual impairment have no sight at all. The degree and nature of a sight problem is particular to the individual. You can find more information here.

Some of the adjustments that a visually impaired employee might need are:

- We accept an application via CV where online recruitment is used
- Using email rather than post to allow text-to-voice software to be used
- Providing recruitment testing in large print word documents rather than online
- Providing a support worker for an assessment day
- Funding mobility training to build travel confidence
- Putting in place a tidy office policy to reduce risks of trips
- Providing an outside area for an assistance dog
- Briefing reception and recruitment staff on how best to support and guide the individual
- Sending written documentation in advance and read out any instructions
- Ensuring alternative formats are available e.g. large print, audio, Braille on request

Managers who need help in deciding whether an adjustment is 'reasonable' will find it helpful to use the 'Reasonable adjustment decision and form' available from the Advice Service at Business Disability Forum:

Email: [REDACTED]

Phone: 020 7403 3020

You can find more information and links to toolkits with other suggestions [REDACTED].

Guide to reasonable adjustments for Speech Impairments —

Speech refers to the ability to articulate the sounds that make up a spoken language. Spoken language is both a means of communication and a medium of instruction. Spoken language skills also enable people to establish and maintain social relationships with others. Any impairment to a person's ability to use spoken language may therefore have significant impact in and out of the workplace and can take a number of forms such as stammering or lisps.

Some of the adjustments that a speech impaired employee might need are:

- Listen attentively and wait for the person to finish what they are saying

- Don't try to finish the person's words or sentences
- Speak normally in reply and in a relaxed manner
- Maintain natural eye contact with a relaxed posture
- Don't readily equate hesitant speech with uncertainty or under-performance
- Show patience and active listening by focusing on what the person is saying
- Give the person more time to deal with any impairment
- On the telephone, please DO NOT hang up if you hear a few moments silence
- Avoid negative impressions of a person based on the way they sound
- Consider asking the person about how best to respond to their impairment

Additional Resources



Colour blindness in the workplace Toolkit.pdf

372.9 KB



Sensory Impairments Toolkit.pdf

407.6 KB



Learning Disabilities in the workplace Toolkit.pdf

377.5 KB



Supporting colleagues who acquire their impairment



whilst in your employment toolkit.pdf

413.7 KB



Supporting colleagues with long term health conditions in the workplace toolkit.pdf

387.3 KB



Supporting colleagues with Physical Disabilities in the workplace toolkit.pdf

436.8 KB



Understanding non visible disabilities toolkit.pdf

379.4 KB



CONTINUE

Procuring adjustments

Procuring adjustments

Most adjustments are fairly inexpensive – in fact, research has found that the majority of adjustments pay for themselves. Even when there is a cost involved, there may be funding available, for example through the government's [Access to Work programme](#).

Consider the cost of the adjustment in relation to the resources of the UKRI as a whole. Generally, the more resources the organisation has, the more reasonable an adjustment is

This is why under our reasonable adjustment policy, generally, **local budgets will be used**. Adjustments may also be funded, or part funded, through the Access to Work scheme.

- Under £1000: Where appropriate use a company purchasing card GPC in line with relevant [policy](#)
- Under £10,000: Approval from budget holders raised on Oracle
- From £10,000: Seek value for money and follow PCR principles whilst employing a level of proportionality and efficiency

- Single procurement from £10,000 –under £50,000: Seek value for money
- From £10k to £25k: two quotations may be accepted if three quotations are not available
- From £25k to £50k: two quotations may be accepted if three quotations are not available
- Further information can be found [here](#)

For more information follow the [PCR principles](#) and [FAQ](#).

Part 1

Procuring Adjustments - An Example

Claire is 25 and has ME. It causes her tiredness and pain. Worst of all, it is really unpredictable. Previous employers have been difficult about the time she's needed to take off when the condition flares but have done little to help her prevent the flares by letting her manage her condition.

Procuring Adjustments - An Example

An online forum told her about Access to Work who sent out someone to do an assessment at work. They recommended a special chair, keyboard and mouse to help her reduce the distance she needed to stretch and limit her energy output. As her company is fairly small the government met the costs. Some things were free, such as moving the phone close enough that she doesn't have to stretch to reach it, which she wishes she had thought of herself.

Procuring Adjustments - An Example

Claire struggles with the energy 'spend' of getting to work. Claire is in a role that isn't able to be performed at home. Access to Work offers her 'Travel to Work' which allows her to take a taxi rather than 2 buses, cutting her travel time by more than half. This is a total game changer, allowing her to implement the pacing that keeps her well

Guiding Questions



Do you know what software or hardware your employee needs?

All request to IT must have Line Manager or Occupational Health authorisation before placing the order.

Click here for: UKRI UKSBS/ISS [REDACTED] or [REDACTED]
Council Contact local IT team

Do you know what changes are needed to the workplace?

Building adaptations contact local facilities manager or
[REDACTED]

Does your employee need a support worker?

Support workers are buddies or helpers that support employees where

this adjustment is considered reasonable.

For information about the Access to Work scheme, which might help arrange and fund this, [click here](#).

For information about how to arrange an external assessment from the Access to Work scheme, [click here](#)

Does your employee need a Deaf or Deaf Blind interpreter? This type of support can often be vital to help employees communicate effectively in the workplace.

For information about the Access to Work scheme, which might help arrange and fund this, [click here](#).

For information about how to arrange an external assessment from the Access to Work scheme, [click here](#).



Procuring adjustments doesn't need to be costly and there are schemes which can help fund this, such as Access to Work.

CONTINUE

Adjustments to working practices

Parking

If a person is an official blue badge holder contact facilities management. In some instances, it may be appropriate for an employee who is not a blue badge holder to have access to disabled parking, such as applying for a short period if a condition flares up.

For more information on this, please contact [facilities management](#).

Part 1

Adjustments for working practices - An example

Mitch is in his 40s. He had an early stroke and now struggles with mobility on his left-hand side. Typing has become difficult and stairs are a problem. His new office building is over 2 floors. His new employer's sister has MS and is really keen to make sure Mitch has everything he needs to succeed.

Adjustments for working practices - An example

They think through the working environment and his role together. It's no problem for Mitch's desk to be on the ground floor and luckily this is where the kitchen and bathroom are. Unfortunately, there are some filing cabinets upstairs that he might need to access but Kerry, the admin assistant can fetch these for him. While Mitch knows he doesn't need to offer anything in return he appreciates that Kerry volunteered for this extra duty rather than waiting to be asked so offers to show her some Excel tricks he knows she's keen on learning (they got chatting when he came to interview).

Adjustments for working practices - An example

Looking down the job description Mitch will need to do a lot of typing, which might be slow with his left hand. They look up solutions on the internet and settle on dictation software to help with this. As much as the workplace adjustments help, the open dialogue with his employer makes Mitch confident that anything else that arises will be handled in a positive way.



Working from Home

UKRI positively embraces flexible working, recognising that employees may wish to balance work and family / home life.

Employees may also be offered flexible working arrangements as a reasonable adjustment. This can include working from home.

Further advice and guidance can be obtained around [making this arrangement](#).

Travel to work

It may be reasonable to provide support to an employee to travel to and from work if their impairment makes travelling on public transport or driving to work difficult. This can also apply when travelling to and from external meetings.

This is likely to be an expensive adjustment, so an assessment by Access to Work is advised, as they may provide funding, the employee makes the application.

For information about the Access to Work scheme, which might help arrange and fund this, [click here](#).

For information about how to arrange an external assessment from the Access to Work scheme, [click here](#).

Emergency Evacuation

Does your employee need help in an emergency situation at work?

A personal emergency evacuation plan (PEEP) is a plan agreed with a member of staff who may need assistance to get out of a building in the event of an emergency. If a member of staff requires a PEEP their Line Manager should work with them to come up with a plan. Most staff with PEEPs have 'buddies' who volunteer to assist them.

If you need any assistance writing the PEEP please feel free to contact [REDACTED] or [REDACTED]

Performance Management Reviews**Does your employee need help with their level of performance at work?**

Reasonable adjustments must be considered, where necessary, to take account of an employee's circumstances (e.g. a disability) and their role, and adjustments can be made to objectives (temporarily or longer term). The setting of objectives should take into account any reasonable adjustments in a way that enables the individual to meet their objectives effectively.

Once the adjustments are in place, they and the objectives should be reviewed regularly. The performance assessment is then based on what the individual has delivered after that reasonable adjustment is in place, and where appropriate, once the individual has been trained to use them. For Further guidance [REDACTED].

Redeployment - Reasonable adjustments to retain employees

Line managers must ensure that all reasonable adjustments that would have enabled the disabled employee to retain their job, or do another job for the organisation, have been made before the employee's contract of employment is terminated in these non-redundancy situations.

Employers have a duty under the Equality Act 2010 to make reasonable adjustments to remove barriers that place a disabled employee at a substantial disadvantage so that they can do their job. A reasonable adjustment for a disabled employee who is not able to travel to their workplace because they are more susceptible infection, for example, might be to allow them to work from home or continue working from home if the role can be performed from home.

Redeployment as a reasonable adjustment under the Equality Act 2010

If there are no reasonable adjustments that would enable a disabled employee to do their current job, employers must look for suitable alternative vacancies to which the employee can be transferred.

Remember that vacancies might be suitable if other reasonable adjustments are made, e.g. changing hours or location, providing equipment or allocating non-essential duties the disabled person cannot perform to someone else.

The case of Archibald v Fife Council, [House of Lords] made it clear that it is a reasonable adjustment to transfer a disabled person to a suitable alternative vacancy. This means that it is not enough simply to alert an employee of internal vacancies for which they can apply. Disabled employees who need to be redeployed as a reasonable adjustment should not be required to take part in competitive interviews for vacant posts.

This is redeployment as a reasonable adjustment under the Equality Act 2010 and is different to redeployment of an employee, disabled or not, who is at risk of redundancy.

If a disabled employee cannot do their job even with reasonable adjustments and there is genuinely no other suitable alternative vacancy in the organisation, the employer can terminate the employee's contract. This may be a fair dismissal, but the employee is not redundant and is not entitled to a redundancy payment. This is because that employee's job still needs to be done and the employer will have to find someone else to do the work. There is nothing, however, to prevent employers from coming to an agreement to pay the employee a severance package.

CONTINUE

Business Disability Forum



As part of our membership with Business Disability Forum, line managers and HR professionals have access to their advice service where you can obtain professional advice regarding reasonable adjustments.

Business Disability Forum advice line:

+44-(0)207-7403-3020



Quiz

Test your understanding on reasonable adjustments. To pass you'll need 60% however this won't be recorded and feel free to try as many times as required.

Question

01/06

What is a reasonable adjustment?

- ☐ A change to the workplace by an employer to remove a substantial detriment to a disabled employee.
- ☐ A change to the workplace that the disabled employer thinks is reasonable.
- ☐ A change to the workplace that makes it easier for a disabled employee.

Which of the following illnesses could be defined as a disability?

- ☐ Asthma
- ☐ Depression
- ☐ HIV
- ☐ All of the above, if they cause a substantial or long term adverse effect on the ability to carry out normal day to day activities

What adjustments are reasonable?

- ☐ One which does not cost too much
- ☐ One which does not cause any problems for other employees
- ☐ One which removes the substantial disadvantage and barriers faced by a disabled person

Question

04/06

How quickly should an employer make a reasonable adjustment?

- ☐ As soon as possible
- ☐ Within six months
- ☐ Within a reasonable timeframe

Question

05/06

What claims can be brought to an employment tribunal if the employer fails to make a reasonable adjustment?

- ☐ Direct discrimination
- ☐ Discrimination as a consequence arising from their disability
- ☐ Indirect discrimination
- ☐ All of the above

Question

06/06

What is judged to be reasonable within the law?

- ☐ How effective the change will be in overcoming the barriers faced
- ☐ Practicality
- ☐ Cost
- ☐ The organisation's resources and size
- ☐ The availability of financial support
- ☐ All of the above