



East London
NHS Foundation Trust

Workplace Adjustments Guidance and Process

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1.0 Why this guidance is important

- 1.1 East London NHS Trust NHS Foundation Trust respects and values its staff and is committed to enhancing staff experience. Our culture is where we support all staff to undertake their role to the best of their ability. There are a number of policies to support this. This guidance however, is specific to the needs of disabled staff by providing workplace adjustment, which is an umbrella term that includes the legal duty to make 'reasonable adjustments'.
- 1.2 The Equality Act 2010 requires employers to make 'reasonable adjustments' to make sure disabled staff aren't substantially disadvantaged when doing their jobs. The Trust therefore has a legal requirement to make reasonable adjustments for disabled staff. When the duty arises, we are under a positive and productive duty to take steps to remove, reduce and prevent obstacles.
- 1.3 As an inclusive organisation the Trust recognises that some staff covered under the Act may not identify as disabled. There will be other staff with health conditions and injuries that may not be contained within the legal definition but we may still need to support them and provide adjustments to enable them to fulfil their role.
- 1.4 The scope of this guidance is for disabled employees. However, many people work with us in a variety of capacities such as students, workers employed by other organisations and volunteers. The Trust has a culture where the working environment is accessible and doesn't disadvantage anyone who works with or for us. For some groups there are different processes and funding streams to follow that are not incorporated in the main guidance. Further information is provided in appendix K.

2.0 Definitions

- 2.1 The term disability means different things and people identify with it in different ways. Disabled staff may include those with physical and sensory impairments as well as hidden disabilities and long term health conditions such as dyslexia, mental health conditions, learning disabilities, diabetes, arthritis, fibromyalgia, asthma and cancer to name a few.
- 2.2 **Equality Act definition** – A person is classed as having a disability under the Equality Act 2010 if they have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on their ability to do normal daily activities.
- 2.3 **Reasonable adjustments** – Changes to the work environment that allow disabled staff to work safely and productively.
- 2.4 **Workplace Adjustments** – the terminology used by the Trust for all workplace adjustments, including reasonable adjustment. This is applicable to all staff.
- 2.5 **Social model of disability:** The process is based on the social model of disability which considers that people are disabled by barriers in society, not by their

impairment or difference. Reducing and preventing these barriers creates equality and offers disabled people more independence, choice and control.

3.0 The process

- 3.1 There are four stages to the process of ensuring workplace adjustments more met.
- Stage 1: identifying the need
 - Stage 2: decision-making
 - Stage 3: putting adjustments in place
 - Stage 4: review
- 3.2 Passing through these stages will depend on the level of need and the type of adjustments needed. The aim is to do so in a timely and efficient way to minimise any disadvantage to disabled staff.

4.0 Stage 1: Identifying the need

- 4.1 We have a duty to provide (reasonable) adjustments for Trust employees when we are aware – or should be reasonably be aware – that a staff member has a disability.
- 4.2 When a disabled staff member requests a discussion about adjustments or a manager is aware of potential need the manager should meet with staff members at the earliest opportunity.
- 4.3 Where a disability is first identified the line manager should arrange a meeting to discuss this further. This should be done at the earliest opportunity. The purpose of this meeting should be to:
- Identify need
 - Discuss solutions
- 4.4 The Trust has a culture whereby staff should feel able to disclose any additional needs with their managers and this is met without resistance. Managers should be open to receiving this information at any time throughout a person's employment.
- This might happen at the start of their role,
 - If their health condition or severity of impairment changes
 - As a part of a change management process
- 4.5 There are a number of other ways that a manager may become aware of problems and barriers that staff are facing. These include:
- Concerns raised by colleagues
 - Disclosure via HR
 - Staff will have applied pre-emptively to Access to Work
 - When there are incidences or as part of formal processes (such as a review of sickness absence or following the conduct and capability policy).
- 4.6 Managers are expected to take an open and supportive view, and hold in mind that staff may not be able to perform their role if there is an unmet need.

4.7 Managers are expected to have accessibility in mind when making decisions that affect their team particularly during change in the working environment. For example, a member of staff may not have disclosed a disability as they did not require adjustment, but a relocation may create barriers that need to be addressed.

5.0 Stage 2: Decision making

5.1 Managers and staff are encouraged to co-develop a package of support to enable all staff members to fully fulfil their roles.

5.2 Managers should aim to make decisions regarding adjustments as quickly as possible and should not unreasonably delay this process.

5.3 Discussions between the manager and staff should understand the barriers at work and be solution focused and documented.

5.4 It is important that the conversation is based on needs and the disabled staff member is not required to disclose their specific health condition or impairment, although many do so.

5.5 Many disabled staff are aware of what adjustments they require based on previous workplace and educational support. Managers are encouraged to use their judgement and apply practical and creative solutions. See appendix L for some initial ideas.

5.6 There may be several outcomes to this discussion:

- Approval for adjustments that can be accommodated within service needs and budget.
- Seek advice from People and Culture Team, senior managers, IT services, Health and Safety team or Estates Department
- Referral to occupational health
- Requesting assessment from...e.g. dyslexia assessment
- Seeking advice from organisations that provide information on disabilities and health conditions
- Seeking advice from professional bodies and unions
- Access to Work application (see appendices H and I)

5.7 Managers should be aware that some disabled staff may fear additional assessment and occupational health referrals due to historical negative connotation with the over medicalisation of disability, and frustrations with having to repeatedly 'prove' disability status. Referrals to occupational health or other assessments must be mutually beneficial. In the context of this guidance Occupational Health should be to establish what the staff member can do and what adjustment may be needed. It is good practice to offer referral to occupational health where there are discussions about health, but managers should consider whether attendance is mandatory. Where an additional, external

assessment is required this should be facilitated without delay and any cost associated with this will be funded by the Trust.

- 5.8 When an Occupational Health referral is completed due to concerns about capability and/or sickness absence, this must be made clear to the staff member and the relevant policy such as Managing Attendance Policy must be adhered to.
- 5.9 In situations where the manager is unable to make a timely decision it should be escalated to the next in line management as quickly as possible. If the line manager has concerns regarding whether the adjustments can be accommodated, they should meet with the member of staff to discuss this further and explore alternative options and/or interim arrangements.
- 5.10 When considering workplace adjustments, the line manager and staff member must discuss whether a Personal Emergency Evacuation Plan (PEEP) is required and liaise with Facilities regarding this.
- 5.11 Where there is doubt as to whether workplace adjustments are suitable and practicable, managers, with the support and advice of the People and Culture Team, should assess whether adjustments are “reasonable” (see checklist in appendix K). The Trust has a legal duty under the Equality Act 2010 to make reasonable adjustments for disabled staff.
- 5.12 A written summary of the agreed workplace adjustment must be produced as a living record of adjustments agreed between an employee and their line manager. The purpose of this agreement is to:
- Ensure that both parties, the individual and the line manager, have an accurate record of what has been agreed
 - Minimise the need to renegotiate reasonable adjustments every time the employee is assigned a new line manager within the organisation.
 - Provide employees and their line managers with the basis for discussions about adjustments at future meetings
- 5.13 Where the Trust is unable to make adjustments the line manager must provide reasons in writing to the staff member.
- 5.14 If an agreement cannot be reached and the member of staff not is satisfied, they can seek support and advice from the People and Culture Team, their professional bodies or trade unions. Complaints should be submitted to the service director.

6.0 Access to Work

- 6.1 Access to Work is a Government grant which encourages employers to recruit and retain disabled people. It offers financial help towards the extra cost of employing a disabled person and practical support to overcome work related obstacles resulting from disability.

6.2 Grants can cover the cost of:

- Special aids or equipment to use in the workplace such as specialist software or computer access equipment including speech recognition software
- Support worker to provide one to one support in the workplace such as a British Sign Language Interpreter or personal reader for dyslexics, blind or visually impaired
- Travel to work- if public transport cannot be used due to health or disability and help with adaptations to vehicles
- Travel in work- to pay for the extra cost of travel while at work
- Communication support at job interviews for an interpreter or other one to one support for someone who has difficulties in communicating with others
- Adaptations to existing (but not new) buildings

6.3 Access to Work advisers have access to independent specialist assessors who can identify appropriate solutions to suit the customer's need. Advisers work with the customer and their employer to give the correct support.

6.4 New starters, and those applying within the first 6 weeks of their employment, may be entitled to a 100% grant. As part of the pre-employment process the Recruitment team will provide information to all successful applicants regarding Access to Work and this guidance document setting out the process.

6.5 100% grant may also be considered for the communication support, sign language interpreters, the Mental Health Support Service, and travel to work/ travel at work costs.

6.6 As a large employer the Trust will be expected to cost share for specialist aids, equipment and adaptations to premises. In practical terms this means funding the first £1000 and then 20% of costs up to £10,000. Any costs over £10,000 would be covered by Access to Work.

7.0 Stage 3: Putting workplace adjustments in place

7.1 Once workplace adjustments have been agreed it is manager's responsibility to ensure they are put in place. This should be done with as little delay as possible to avoid disadvantaging the staff member further. (See process maps E)

7.2 The manager should meet with the employee, agree what steps need to happen and clarify which teams/ organisations need to be contacted and by whom. There should be agreement as to what work the disabled staff member will do without their workplace adjustments in place. There may need to be changes to rotas or equipment to purchase.

7.3 Managers are able to procure equipment and training by:

- Using existing IT stock
- Purchasing small items on department credit card
- Setting up a taxi account
- Placing an order on Oracle

- 7.4 Some suppliers of specialist disability equipment and training may not be on the Oracle system. Where this is the case, a member of the Procurement Team should be contacted to arrange the most suitable way of placing an order.
- 7.5 For sign language interpreters please contact the relevant People Business Partner to gain support with this process.
- 7.6 In situations where there are delays in adjustments being put in place, including purchasing training or equipment, managers should escalate to their Associate Service Director or above as quickly as possible.
- 7.7 If a disabled staff member is unable to carry out their duties as adjustments are not in place, the service director must be informed. Temporary workplace adjustments would need to be made to ensure the Trust fulfils its legal duties in terms of staff, service and service users. Where there are serious issues this should be reported via formal structures such as Datix.

8.0 Stage 4: Review

- 8.1 Workplace adjustments should be reviewed to check they are effective. This should happen at least annually and whenever there is a change in role or workplace. This review should be documented.
- 8.2 For ease this could be done as part of the annual appraisal process and if so, there should be an agreement as to whether documentation should be kept in a separate place.
- 8.3 The manager and staff member can agree to review more regularly and decide on the level of formality the discussion needs.
- 8.4 If changes are required, then amendments can be made by following stage 2 and stage 3 of the process.
- 8.5 Staff requiring workplace adjustments that includes work on rotations will need to have workplace adjustments assessed per rotation. Where possible the rotations should be planned in advance and a workplace adjustment assessment for each rotation carried out so that there is sufficient time to make adjustments required. The assessment must be reviewed 6 weeks before a transfer to a new rotation to check that the adjustments are still as required and to consider whether any further adjustments are needed.
- 8.6 When staff change roles or there are change in management processes, workplace adjustments need to be reviewed as new barriers in the workplace may emerge. Staff who are awarded an Access to Work grant must notify the DWP of the change.

9.0 Recruitment

- 9.1 The Trust has a Disability Confident Employer status which means we should actively look to attract and recruit disabled people.

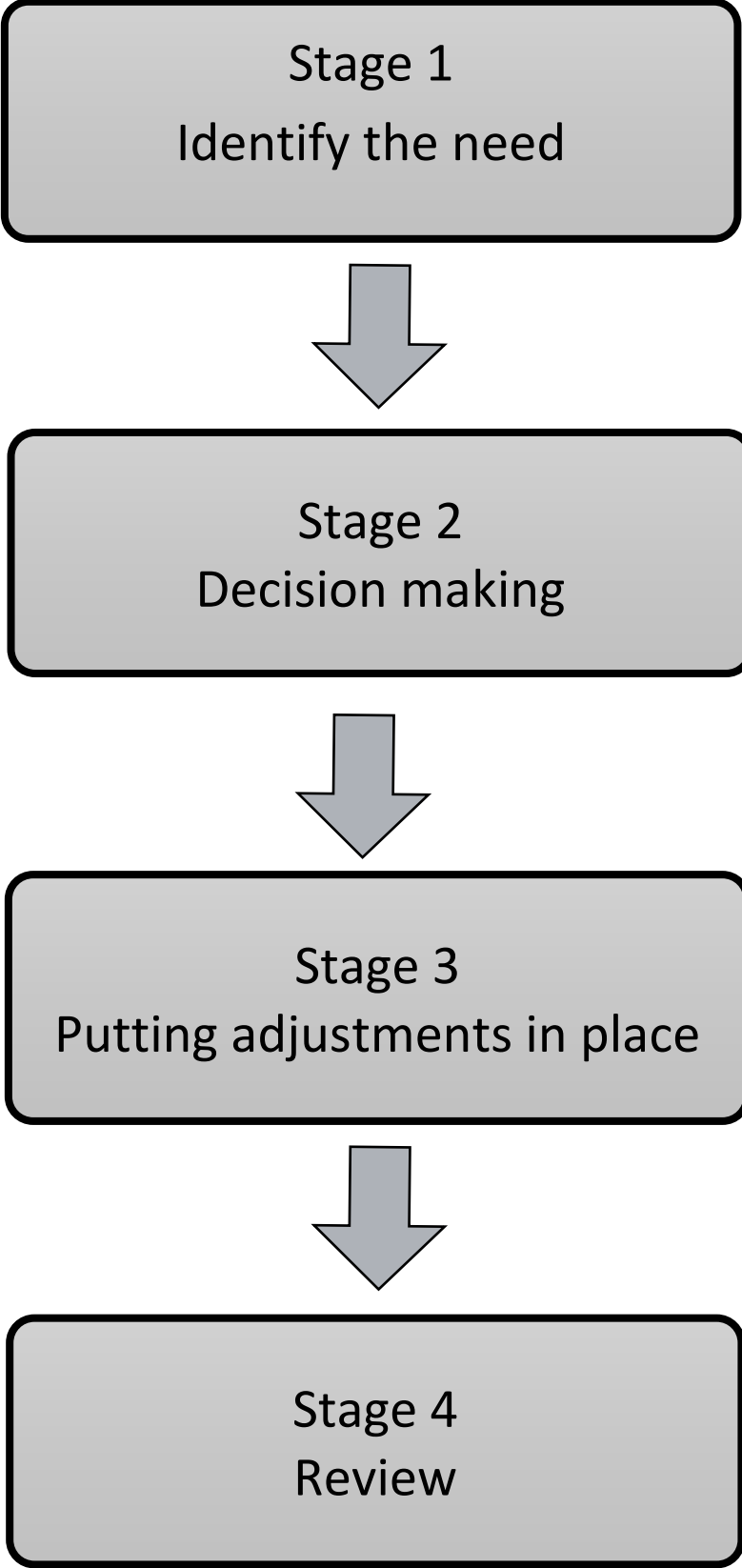
- 9.2 We need to ensure our application and interview process is accessible by:
- identifying and addressing any barriers that may prevent or deter disabled people from applying for jobs
 - making sure online or offline processes are fully accessible
 - removing barriers to recruitment or providing an alternative way to apply
 - providing documentation in different formats, if required accepting job applications in a variety of formats making sure people in the recruitment process are conversant with Disability Confident and know how to support disabled applicants.
 - Making adjustments for candidates attending interview
- 9.3 Once a candidate is offered a post, during pre-employment phase, the workplace adjustment process would need to take place before the new employee starts work including the implementation plan with clarity with what needs to be put into place for day one and encouraging candidates to apply for access to work grant.

10.0 Monitoring

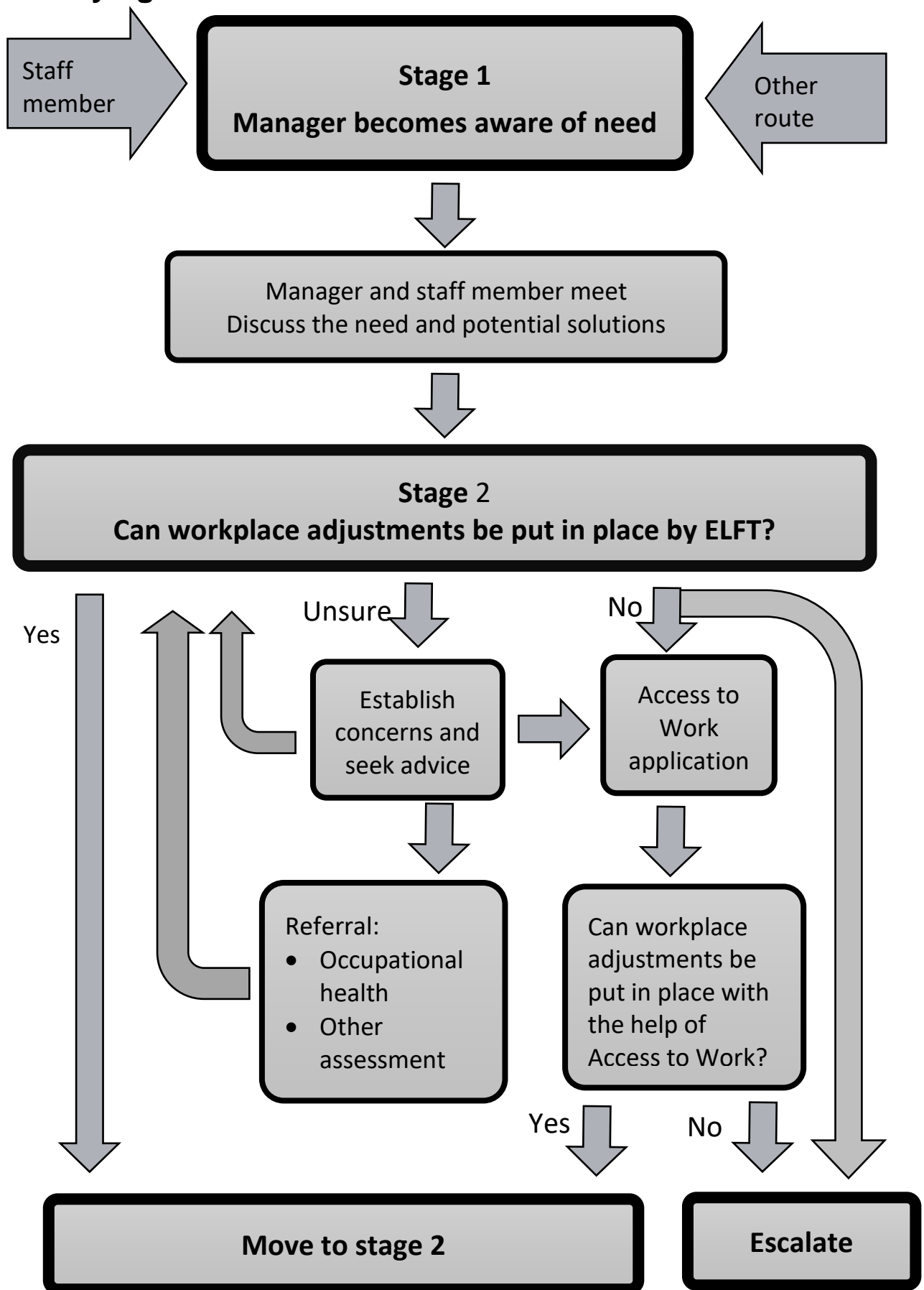
The Trust is committed to improving staff experience and will monitor the effectiveness of this guidance.:

- Via WDES monitoring
- NHS Annual National Staff Survey Results for the Trust
- Recruitment feedback survey – results of questions about workplace adjustments
- Internal networks ELFT Ability
- Feedback from other Forums including JSCC
- Compliments and Complaints from staff or applicants re Workplace Adjustments

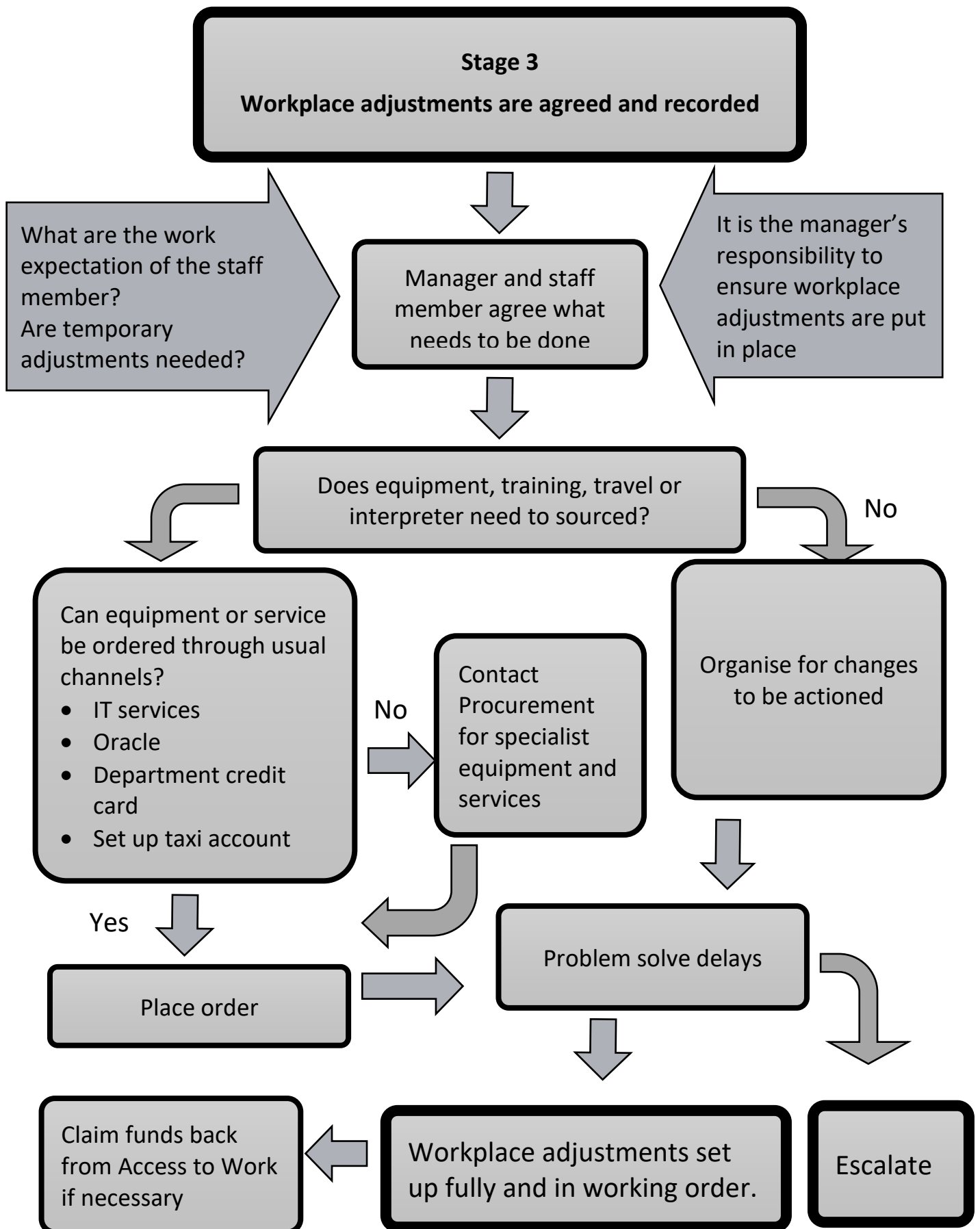
Appendix A: Overview of the workplace adjustment flowchart



Appendix B: Flowchart Stages 1 and 2 – Identifying the need and decisions



Appendix C: Flowchart: Stage 3 Putting adjustments in place



Appendix D: Information sheet on Access to Work

Get support in work if you have a disability or health condition (Access to Work)

Overview

If you're disabled or have a physical or mental health condition that makes it hard for you to do your job, you can:

- get extra help from Access to Work, including mental health support

Criteria

- You need to have a paid job, or be about to start or return to one.
- You'll be offered support based on your needs, which may include a grant to help cover the costs of practical support in the workplace.
- The money does not have to be paid back and will not affect your other benefits.

An Access to Work grant can pay for:

- special equipment, adaptations or support worker services to help you do things like answer the phone or go to meetings
- help getting to and from work

What Access to Work will not cover:

You will not get an Access to Work grant to pay for:

- changes that your employer has to make (reasonable adjustments)
- items that would normally be needed to do the job whether a person is disabled or not
- support that your employer used to provide but has stopped

How to apply:

You can apply for Access to Work online or by phone.

Please see website to apply and phone numbers:

<https://www.gov.uk/access-to-work/apply>

You'll need to provide:

- your workplace address and postcode
- the name of a workplace contact who can authorise your Access to Work payments
- your workplace contact's email address or work phone number
- your unique tax reference number (if you're self-employed)

You'll also need to explain:

- how your condition affects you at work or getting to work
- what help you're already getting
- what else could help you

It will help your application if you've spoken to your employer about [reasonable adjustments](#) before you apply for Access to Work.

After you've applied:

Once you've applied, an Access to Work adviser will contact you to discuss what help you could get.

An adviser may also contact your employer to discuss how Access to Work can support you. They will not contact your employer until they've agreed this with you first.

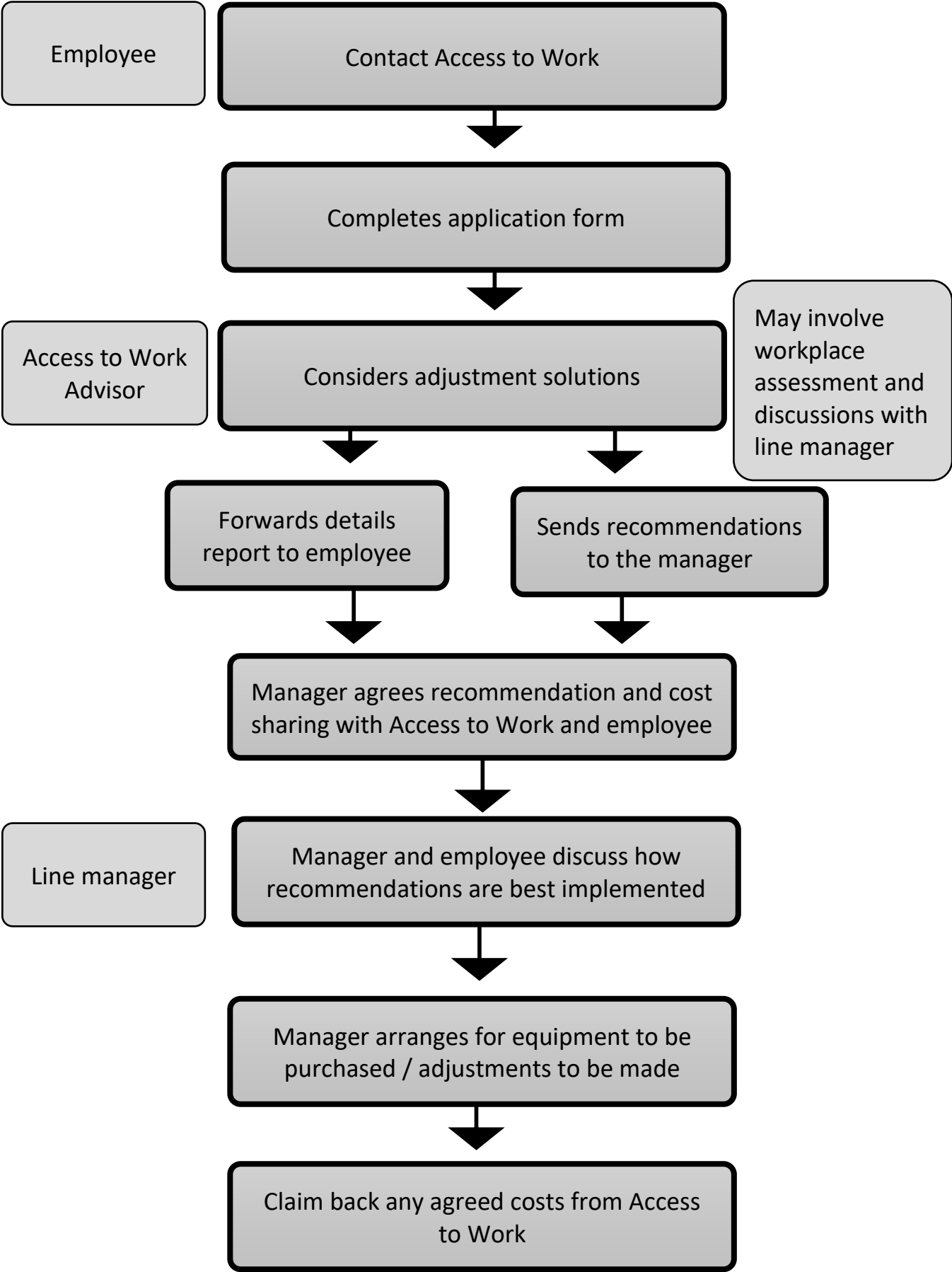
An assessor may visit your workplace to assess your needs.

You may get an offer of support, which could include a grant. If it does, you'll be told how much you'll get and for how long.

More information is available on the following websites:

- Access to Work official website - <https://www.gov.uk/access-to-work>
- Access to Work Staff Guide: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/772080/access-to-work-staff-guide.pdf

Appendix E: Access to Work process flowchart



Appendix F: What is reasonable?

The below guide is intended to help managers and staff consider if an adjustment is 'reasonable' and therefore whether the Trust is legally required to make this.

Managers are encouraged to try and implement "reasonable" workplace adjustments for all staff that require them, not just for staff who have a disability as defined by law.

There are two parts to establishing this:

1. Deciding if the duty to make a reasonable adjustment is required
2. Deciding if it is reasonable.

Is an adjustment required?

- Is the person disadvantaged or experiencing a barrier at work?
- Are they experiencing this disadvantage/barrier because of their disability?

If the answer is 'yes' to both of these, you then need to consider:

Is the adjustment 'reasonable'?

- 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), can your organisation afford it?
- 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? (Note: An adjustment will not be 'reasonable' if anyone's health and safety would be compromised by making that adjustment.)

All information available should be considered when answering the above – for example reports from occupational health, medical professionals, or other workplace assessments (e.g. Access to Work).

Further information and Support

Please contact your local HR Advisor for further information, support or guidance on determining if an adjustment is "reasonable".

Appendix G: Information for people not employed by the Trust

The Trust's culture is one where we support all employees, those who work within our services and those who train with us to be able to undertake their role without disadvantage. This means having accessible premises and using a common sense and creative approach to removing barriers in the working environment.

Apprentices

Apprentices are Trust employees; the Workplace Adjustment Guidance is applicable to all employees. The Access to Work scheme is applicable to Apprentices.

Bank Workers

Bank Workers are paid by the Trust and are entitled to request adjustments. Care must be taken for any adjustments required to be considered and put in place as appropriate before commencing work in a new location or department.

Contractors

The Trust has health and safety obligations to contractors. However, Contractors are not employed by the Trust. Contractors would need to raise with their employer any adjustments required. If the Contractor required particular adjustments this

Governors and Non-Executive Directors

The Trust would agree and support appropriate adjustments to enable Governor and Non-Executive Directors to perform their roles effectively.

Interns

Interns are not employees can apply for Access to Work. The Trust still has a duty of care to Interns and would provide appropriate adjustments wherever possible.

Junior doctors on rotation

The Trust wish to enable staff to flourish within their roles and would support workplace adjustments where appropriate. It is preferable that any adjustments required are raised in advance so that there is sufficient time to make adjustments before each rotation.

Multi-disciplinary team

When Local Authority/ other org staff are based in a ELFT team or building, they would need to request adjustments from their line manager and their employer is responsible for considering and agreeing any adjustments. However, the line manager would firstly be expected to liaise with the Trust if the adjustment would have an impact on a Trust service, staff or premises to reach an agreement before approving a request.

Peer Support Worker

Peers Support Workers are employees and the process laid out applies to them.

People Participation

During agreed working hours, members of the People Participation team are employees and as such this guidance is applicable. Staff members need to raise and discuss any adjustments needed with their line manager.

Secondments

If a staff member is seconded internally within the Trust this guidance document is applicable. For staff seconded into the Trust from another organisation they would still be expected to raise any adjustments required with their line manager and the Trust would seek to support adjustments wherever possible to enable the staff member to work effectively.

Service user and carer involvement

The Trust has a duty to provide access to services and adjustments so that service users and carers are not disadvantaged and receive excellent quality care. However, the purpose of this guidance is to provide appropriate adjustments for people working at the Trust and also to those seeking to join the Trust workforce which may include Service users and carers.

Students and trainees on placement

Students and Trainees should raise any adjustments required with their education provider whom would be responsible for funding and any application for funds. With the student or trainee's consent and involvement an assessment of the workplace setting can be undertaken in advance of commencing a placement and the Trust would cooperate with this to support a good Student/Trainee experience. The Access to Work Scheme is not applicable to Students/Trainee's.

Training and events

Non-ELFT staff who attend the Trust's training and events do not have employee rights under the Equality Act. They are however, receiving a service from us so we have a legal duty to make reasonable adjustments to remove and reduce the barriers to participation. It is good practice to ask delegates to notify event organisers of their needs at the registration stage.

Volunteers

The role of volunteers is vital in the NHS and we know that when people are supported and valued they will perform to their best, so we should do what we can to remove and reduce the barriers they may face whilst volunteering with the Trust. Volunteers are not considered to be employees however the Trust has health and safety obligations to adhere to. It is also good practice to make appropriate adjustments to enable Volunteers to complete the tasks they have volunteered to do. Any adjustments required should be raised with the Volunteer Lead to consider before commencing a Volunteer placement and ideally at an early stage in the process so that a suitable placement is agreed considering the individual's needs. The Access to Work scheme is not applicable to Volunteers.

Appendix H: A-Z of workplace adjustments

Disability is one of the protected characteristics under the Equality Act and as the employer, East London NHS Foundation Trust has a duty to make reasonable adjustments for staff with disabilities.

A person is classed as having a disability under the Equality Act 2010 if they have a physical or mental impairment that has a 'substantial' and 'long term' negative effect on their ability to do normal daily activities.

Workplace adjustments are about changing the way staff work to enable all staff to fulfil their role to their best ability. This approach is reflected in the Trust Values – We care – We respect – We are inclusive.

Also, the Trust recognises the hidden costs of not providing support and adjustments to disabled staff. What is appropriate and reasonable will depend on the circumstances and different people will have different needs.

This A-Z of ideas guide has been created to encourage staff to think about what might help them and to support managers to consider more broadly what might be possible. It is not an exhaustive list.

Some of the ideas can be agreed and/or purchased by local managers, others with support of IT services and others might benefit from an assessed Access to Work grant.

A Ask

A culture where staff are confident to ask for what they need and managers are responsive to people working in different ways is key. It is not necessary for managers to know the details of an impairment, illness or condition, but important to be aware and acknowledge of what such staff need to do their job. Things can change over time so ask when changes are made that affect the team.

B Breaks

Guaranteeing breaks and lunch breaks at set time or regular intervals can enable staff to manage conditions that affect pain, fatigue levels, or have regular food and/or medication.

C Communication

Allowing for alternative forms of communication such as written answers in interviews can make communication easier for those with impairments. Ensuring instructions are precise, literal and broken down into steps will make it easier to follow them. The simplest adjustment is giving time to express what the person wants to say and having the time to listen carefully – this communication style will benefit everyone, whether or not they are disabled.

D Dragon

Speech to text programs that enable staff to dictate. IT services can provide this software and headset to any member of staff without need for assessment. Other speech to text and screen readers are available.

E Expectations

Clear expectations of workload and hours are important for the work/life balance of all staff. Staff bring different skills and qualities to their role and it may be appropriate to accept that some have a lower case load or reduced productivity as some disabilities mean that tasks take longer. There should also be protected time for staff to receive additional training or work with support workers and sign language interpreters.

F Flexitime

Giving staff more autonomy around their working hours and shift patterns enables them to manage the consequences and symptoms of various conditions. This might be the additional time it takes to travel to work, struggling with travelling in rush-hour, managing emerging levels, attending medical appointments, and timing daily physio and treatments.

G Gluten-free options

Staff may have various food intolerances and allergies. These need to be catered for at events where food is provided. Bring and shares can often exclude staff with allergies as well as those with eating disorders. Consider what might help a staff member feel less isolated during feed-based activities.

H Homeworking (remote access I connect)

Having the ability to work from home enables staff to work in quiet environments, manages fluctuating conditions, and maximise the ability to work around medical appointments. It also enables staff to work within a pattern of their energy levels which commuting and interacting face to face with colleagues may deplete. Homeworking needs to be resourced properly in order to be effective and this may include the provision of laptop with remote access.

I Interpreter

BSL interpreters and communication support workers can be provided by Access to Work. Additionally, colleagues can have deaf awareness training and may benefit from learning basic sign language.

J Journey support

Travelling can cause a number of issues for disabled people in terms of anxiety, coordination, pain, balance and conditions that affect orientation. Where staff need to travel in work time non-public transport options should be considered, sometimes these can be funded by Access to Work. Travel to and from work can be arranged with Access to Work grants. Other solutions include having priority car parking spaces.

K Keyboards and other adapted and ergonomic equipment

All staff should have their work station assessed and adapted to ensure that is it ergonomically correct. Adaptations to desk and computer height, foot stools and specialist chairs can be made to ensure staff have the correct posture and minimise muscular skeletal complaint.

There is various equipment on the market to adapt to physical and sensory needs. For example, one handed or easy to see keyboards that can be attached to all devices instead of standard keyboards or touch screens. Other examples include mouse trays, book stands and arm rests.

L Learning and development

People learn in different ways and at different speeds. Giving staff more time to learn new tasks and readjust to when there are changes will enable staff to be more productive in the long-term. Additionally, tailored training may enable staff to work more effectively, for example time management and assertiveness at work.

M Medical leave also known as disability leave

Agreements to allow staff to have paid leave for an agreed number of medical appointments enables those who have a higher than average number of medical appointments per year to maintain a work/life balance. Research shows that disabled staff use a high percentage of their annual leave to attend medical appointments and this has a negative impact on work-life balance with various knock-on effects.

N Noise cancelling headsets

These are a simple solution for staff who struggle with concentration and attention issues, particularly in busy open plan environments.

O Out of office and email signature

In a large organisation automated out of office messages and email signatures are a useful way to communicate needs to colleagues. They can keep boundaries around working time, best methods to communicate, exclude telephone numbers, or highlight that a sender has dyslexia. Sharing is up to the individual and should never be forced.

P Position

Where people sit in the office and meetings can improve communication and maximise productivity. Light sensitivity, hyper- alertness, ease of access to exit may be factors. Hot desking can create a number of additional challenges during the day which could be overcome with having a consistent work station.

- Q Quiet space**
The workplace can be noisy and over stimulating. Having permission to use a designated time out space can enable people to calm themselves and regroup.
- R Recruitment**
The recruitment process can often disadvantage disabled people. Coming to a new place, meeting new people, and performing for a discreet amount of time are not common features of a number of roles. How can you ensure the recruitment and interview process enables disabled people to demonstrate their potential? How to ensure that advertisements and job descriptions/personal specifications do not discriminate?
- S Settings on devices**
Various changes can be made computers, tablets and smart phones to make them easier to use and responsive to dexterity to the user. Staff may need extra time, specialist guidance to maximise these features with Microsoft Ease of Access or Android and Apple accessibility settings. IT services can support with prioritising up-to-date versions of Programmes. Staff with complicated computer settings may benefit from having devices tailored to their needs rather than sharing a team or hot desk computer.
- T Toilet breaks**
There are a number of reasons that staff may experience continence issues and may require regular or sudden toilet breaks. Provision of appropriate disposal facilities products is also required.
- U Upright mouse**
These are simple solution for staff with neck, shoulder or wrist problems. These can be ordered via IT services.
- V Voice recorders**
These are simple note taking solution for staff with memory problems or specific learning difficulties. Some voice recorders come as compatible with speech to text software making notetaking simpler.
- W Weather plan**
Temporary adjustment can be made for changes in environment, such as the weather, which may exasperate symptoms or ability to manage conditions. Cold spells may exacerbate pain, icy conditions are more hazardous for those with mobility impairments, pollen levels can exacerbate asthma and seasonal changes can affect mental health. Other environmental changes such as train strikes, local road works and broken lifts may cause specific difficulties for disabled staff.

X Extra time to learn tasks

Staff may need extra time and/or additional support to learn new tasks. Specific consideration should be as part of change management processes.

Y Yellow paper

Coloured paper, over lays, glasses and anti-glare monitor cover may make reading easier (quicker and less painful) for staff with visual impairments, visual stress and specific learning difficulties. Whilst yellow is a common colour, different colours work better for different people.

Z Zzzz... duvet days also known as mental health or wellbeing days

Duvet days are an agreed number of unscheduled individual day's leave, taken to alleviate stress or pressure without prior notice and no questions ask. There are many benefits to this approach and they enable staff with fluctuating or mental health conditions recoup, recharge and manage early onset relapse without needing extended sick leave.

<https://www.mentalhealth.org.uk/blog/how-mental-health-days-could-improve-uks-mental-health>

Appendix I: Sources of information

Acas

Link below to information on workplace adjustments

<https://www.acas.org.uk/>

Disability Rights UK

The largest national pan-disability organisation in the UK led by disabled people which campaigns for disability equality and human rights.

www.disabilityrightsuk.org

Equality Act 2010

Duty on employers to make reasonable adjustments for their staff

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/138118/Equality_Act_2010 -](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/138118/Equality_Act_2010_-_Duty_on_employers_to_make_reasonable_adjustments_for....pdf)

[_Duty on employers to make reasonable adjustments for....pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/138118/Equality_Act_2010_-_Duty_on_employers_to_make_reasonable_adjustments_for....pdf)

Equality Human Rights

<https://www.equalityhumanrights.com/en/multipage-guide/employing-people-workplace-adjustments>

Government website

<https://www.gov.uk/reasonable-adjustments-for-disabled-workers>

Learning Disability

Mencap - Workplace adjustments for people with a learning disability

<https://www.mencap.org.uk/sites/default/files/2016-11/Factsheet%205%20-%20Workplace%20adjustments%20for%20people%20with%20a%20learning%20disability.pdf>