

Policy Document

Reference: HR64

Reasonable Adjustments

Version:	1
Date Ratified:	November 2023 by TJNCC (via Chair's Actions)
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Policy Author:	OD, Culture & Inclusion Business Partner
Executive Lead:	Chief People Officer

Version Control Schedule

Final Version	Issue Date	Comments
1	November 2023	New Policy.

Statement on Trust Policies

The latest version of 'Statement on Trust Policies' applies to this policy and can be accessed [here](#)

Equality Impact Assessment (EIA)

The Trust aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage over others. The Equality Impact Analysis Form is designed to help consider the needs and assess the impact of each policy. To this end, EIAs will be undertaken for all policies.

Title of policy being assessed	Reasonable Adjustments Policy
Policy reference & version number	HR64 Version 1
Summary of changes made on this review	New Policy
Please list which service users, staff or other groups have been consulted with, in relation to this	Trade Unions Staff Networks People Directorate Managers
Were any amendments made as a result? If yes, please specify	No
Which Executive Director has been consulted on?	Chief People Officer
Does this policy have the potential to affect any of the groups listed below differently - please complete the below. Prompts for consideration are provided, but are not an exhaustive list	

Group	Is there a potential to impact on the group? (Yes/No/ Unsure)	Please explain and give examples	Actions taken to mitigate negative impact
Age	No		This policy is inclusive of all protected groups and the staff networks have been involved in the creation of the policy
Gender	No		This policy is inclusive of all protected groups and the staff networks have been involved in the creation of the policy. Gender neutral language throughout
Race	No		This policy is inclusive of all protected groups and the staff networks have been involved in the creation of the policy. We recognise that BAME colleagues face more barriers to speaking up and we have increased FTSU resources and introduced Disability Champions to enable safe and confidential support to be accessed
Religion & Belief	No		This policy is inclusive of all protected groups

University Hospitals of North Midlands NHS Trust
HR64 Reasonable Adjustments

Group	Is there a potential to impact on the group? (Yes/No/Unsure)	Please explain and give examples	Actions taken to mitigate negative impact
Sexual orientation	No		This policy is inclusive of all protected groups. Inclusive language throughout
Pregnancy & Maternity	No		This policy is inclusive of all protected groups
Marital status/civil partnership	No		This policy is inclusive of all protected groups
Gender Reassignment	No		This is not a clinical policy. Inclusive language used throughout. Adjustments relating to gender transition is covered in the Transgender Policy
Human Rights	No		This policy is in accordance with our duties in the Equality Act (2010), Public Sector Equality Duty (PSED) and the Human Rights Act (1998), as an employer regarding discrimination and harassment
Carers	No		Support for individuals and their circumstances is built into the process
Socio/economic	No		None known. Workplace reasonable adjustments are to funded by the organisation or Access to Work
Disability			This policy is designed to ensure equity in the workplace for colleagues with a disability or long term condition. Document can be enlarged or translated using the accessibility functionality on the intranet
Are there any adjustments that need to be made to ensure that people with disabilities have the same access to and outcomes from the service or employment activities as those without disabilities?			No
			This policy is specifically designed to ensure equity in the workplace for colleagues with a disability or long term condition. Adjustments would be made on individual needs in accordance with our commitment to the Social Model of Disability
Will this policy require a full impact assessment and action plan?		Yes	No
			x

Contents	Page
1. INTRODUCTION	5
2. POLICY AIMS	5
3. SCOPE	6
4. DEFINITIONS	7
5. ROLES & RESPONSIBILITIES	9
6. EDUCATION/TRAINING AND PLAN OF IMPLEMENTATION	11
7. POLICY DETAIL	11
8. MONITORING AND REVIEW ARRANGEMENTS	14
Appendix 1 - Workplace Adjustments Process	15
Appendix 2 - UHNNM Tailored Adjustments Plan (TAP)	17
Appendix 3 - Reasonable adjustments flow chart – job applicant at interview	23
Appendix 4 - Useful Contacts / Additional Resources	24

1. INTRODUCTION

An estimated 14.6 million people in the UK had a disability in 2021. This represents 18% of the total population, and 23% of working age adults.

Certain aspects or conditions of a job or the workplace can represent a barrier for a disabled person which can mean they are disadvantaged. Making 'reasonable adjustments' for people with a disability helps to remove that disadvantage and is in accordance with the Equality Act 2010.

The Trust as an organisation has a legal duty to:

- make reasonable adjustments
- provide equality of opportunity for colleagues that have a disability or long-term health condition, and
- ensure that they have as equitable access to everything that is involved in getting and doing a job as a non-disabled person, as far as is reasonable to accommodate

Reasonable adjustments may be required:

- when a disabled person applies for and is recruited to a post
- when a colleague becomes disabled or develops a long term health condition
- when the impact of an impairment or medical condition deteriorates for a colleague
- when there is a change to the workplace, work undertaken or employment arrangements
- when there is need for a disabled member of staff to undertake further training

The Act requires employers like UHNM to make reasonable adjustments to enable a disabled person to work, whilst recognises that solutions may vary according to individual circumstances. We are committed to promoting a diverse, inclusive and compassionate working environment where individuals with a disability or long term health condition are not disadvantaged in comparison to people who are not disabled.

The Trust recognises and uses the **social model of disability** which states that it is the interaction of a person's disability with the barriers that society puts in place that prevent or hinder them.

2. POLICY AIMS

This Policy will support all UHNM colleagues with disabilities and long-term health conditions to have a positive experience of employment with the Trust. The purpose of this document is not to seek to explain how we will approach every situation, but is intended as a general statement of our procedure to:

- confirm our commitment to being an inclusive employer and to eliminate discrimination
- provide practical support, information and guidance for colleagues with a disability or long term health condition that require adjustments in the workplace, and their line managers
- support line managers to have supportive wellbeing conversations with their team members about any adjustments that may be needed
- help line managers understand their responsibilities in relation to the Equality Act 2010 and how workplace adjustments can impact positively on the workplace experience, wellbeing and performance of their colleagues and services
- provide a clear and consistent pathway for all colleagues who may need adjustments due to a disability/long term health condition in the workplace at some time during their employment with the Trust

Note: As an employer we are only required to make adjustments where we are aware – or should be reasonably aware – of a disability. This is why it is really important that our colleagues feel confident to share their disability and health status so that we can support them compassionately and effectively.

3. SCOPE:

This policy and procedure applies to all Trust employees on a permanent, temporary or fixed term contract and individuals applying for a position in our organisation.

The Equality Act 2010 defines a disabled person as 'someone with a physical or mental impairment which has a substantial and long term adverse effect on their ability to carry out normal day to day activities'. The Act defines long-term in this context as having lasted, or being likely to last for at least 12 months or the rest of the person's life. Substantial is defined as more than minor or trivial.

The following disabilities are highlighted within the Act:

- mental health conditions / illnesses
- learning difficulties / disabilities
- neurodiverse conditions including autism spectrum disorders, dyslexia, dyspraxia and attention deficit hyperactivity disorder (ADHD)
- sensory impairments such as sight or hearing loss
- physical Impairment, including those with fluctuating or recurring effects e.g. Diabetes
- auto-immune conditions
- organ-specific conditions
- people with progressive conditions such as cancer, HIV or multiple sclerosis are classed as having a disability from the day that they are diagnosed

For someone to be classed as having a disability it does not matter:

- whether the impairment is physical or mental
- what caused the impairment
- if the impairment does not affect them all the time or if it changes at different times
- if they have not had a medical diagnosis – as long as they can still show a substantial and long-term adverse effect on their ability to carry out day to day activities
- the effect of medication, aids, or treatment should be discounted when considering if someone has a disability (the exception to this is wearing glasses/contact lenses)

In some cases it may not be obvious whether someone is considered to have a disability by law. In most situations it is best to look at how someone's condition or impairment affects them, rather than what the condition or impairment is.


Reasonable adjustments may extend to the individual concerned only (such as providing specialist equipment/services; disability leave or changes to a working pattern) or they may be more wide-ranging to include changes to policies, procedures, working arrangements or to enable access to premises that also includes car parking, signage, light/noise levels and safe evacuation.

The following are specifically excluded from this policy and procedure:

- adjustments, for example a phased return following sickness absence/planned surgery/treatment, where this is not related to a disability/long term health condition. This is covered in HR14 Sickness Absence Management Policy
- requests for agile or flexible working arrangements where these are not related to a disability/long term health condition related adjustment. These are managed separately in HR51 Flexible Working Policy and HR62 Agile Working Policy

4. DEFINITIONS:

Disability	Defined by the Equality Act 2010 as ‘a physical or mental impairment which has a substantial and long-term adverse effect on a person’s ability to carry out normal day-to-day activities’. The Act defines long-term in this context as ‘having lasted, or being likely to last for at least 12 months or the rest of the person’s life. Substantial is defined as more than minor or trivial.
Disability related sickness absence	This includes time away from work which is due to the impact of an individual’s disability and prevents them from attending work.
Reasonable adjustment	A reasonable adjustment is an alteration that an employer could make that would enable a disabled person to continue to carry out their duties without being at a disadvantage compared to others. Under the Equality Act 2010, there is a legal duty on employers to make these reasonable adjustments for disabled employees. An adjustment is reasonable to the extent to which it is or might be effective, practicable and acceptable to the requirements of the organisation, affordable or within the means available to the organisation.
Protected Characteristic	The Equality Act protects people from unfavourable treatment and discrimination and this refers to people with the following protected characteristics: Age, Disability, Sex, Sexual Orientation, Gender Reassignment, Race, Religion and Belief, Pregnancy and Maternity, Marriage and Civil Partnership.
Due regard	Having due regard for advancing equality involves: <ul style="list-style-type: none"> • Removing or minimising disadvantages suffered by people due to their protected characteristics • Taking steps to meet the needs of the people from protected groups where these are different from the needs of other people. • Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
Disability Leave	Disability leave is a ‘reasonable adjustment’ under the Equality Act (2010) and is distinct from sickness absence as it includes time when an employee is well but needs to be absent from work for a disability related reason (Disability Leave is included in the Special Leave Policy HR61).
Impairment	Someone has an impairment if any of their physical or mental abilities are reduced in some way, it could be because of an illness or medical condition, but does not have to be.
Substantial adverse effect	This means more than just a minor impact on someone’s life or how they can do certain things. This may fluctuate or change and may not happen at the time.
Long term	Means it will affect someone or is likely to affect them for at least 12 months, or up to the rest of their lives
Normal day to day activities	Could include things like: <ul style="list-style-type: none"> • Communicating with other people • Driving • Following instructions • Getting washed and dressed • Going to the shops • Lifting and carrying objects • Preparing and eating food • Sitting down, standing up • Using a computer • writing

Disability discrimination	It is unlawful to discriminate against employees because of a physical or mental disability or fail to make reasonable adjustments to accommodate an employee's disability as defined within the Equality Act 2010.
Association discrimination (Disability)	As stated in the Equality Act 2010 this is direct or indirect discrimination against someone because they associate with another person who possesses the protected characteristic of a disability e.g. a carer or parent of a disabled person.
Access to Work/Remploy	Access to Work is a specialist disability service delivered by Jobcentre Plus, which provides practical advice and support to disabled people in employment and their employers to help them overcome work related obstacles resulting from disability. Access to work for mental health conditions is provided through Remploy.
Disability Confident	<p>The Disability Confident government scheme is a recognition given to organisations that are taking action to meet five commitments regarding the employment, retention, training and career development of disabled employees. It is represented by the Disability Confident symbol that participating organisations are authorised to display.</p>  <p>Being Disability Confident commits UHNM to the guaranteed interview scheme (previously known as the two ticks scheme) whereby an applicant who has a disability covered by the definition within the Equality Act 2010 and can show that they meet the 'essential criteria' described in the person specification for the role being applied for, are guaranteed an interview for the job for which they are applying.</p>
Lived Experience	Lived experience refers to knowledge acquired through direct, first hand, personal experience. This is essential for disabled people as the variety of impairments makes assumptions about them problematic as each person's condition and how it impacts on their life is individual to them.
Tailored Adjustments Plan (TAP)	<p>The UHNM Tailored Adjustments Plan or TAP is a living record of adjustments agreed between an employee and their line manager. The purpose of a TAP is to create a supportive space to discuss a disability or long term health condition and to:</p> <ul style="list-style-type: none"> • Ensure that the employee and line manager have a record of what has been agreed • Minimise the need to re-negotiate adjustments each time the employee changes jobs, is re-located, or assigned a new manager within the Trust • Provide employees and their line managers with a structure for discussions about workplace adjustments
WDES	Workforce Disability Equality Standard (WDES) is a collection of metrics that aim to compare the workplace and career experiences of Disabled and non-disabled staff working in the NHS. NHS Trusts are required to report and publish data, on an annual basis, for each of these metrics. We can use the data we collect to better understand where the inequalities for disabled colleagues exist and take steps to eliminate these gaps.
UHNM Disability & Long Term Conditions Staff Network	A voluntary staff network group for UHNM colleagues who identify as disabled or have a long term health condition or Neurodiversity. The group aims to promote the interests of disabled employees and be a confidential safe space for members to share experiences and access support.

Disability Champions	<p>Disability Champions are UHNM colleagues and members of the Trust's Disability & Long Term Conditions Staff Network who are passionate about supporting staff with disabilities and long term health conditions. Champions have undertaken specialist disability training and can support other colleagues and new starters at UHNM by:</p> <ul style="list-style-type: none"> • Being a confidential listening ear for colleagues with a disability or long term health condition • Provide an informal and friendly 'buddy' role to colleagues who may be newly diagnosed or new to the organisation with a disability or long term health condition • Raise awareness of the Tailored Adjustments Plan and Trust process for reasonable workplace adjustments • Signpost colleagues to additional staff support and resources • Support colleagues with a disability, neurodiversity or long term condition whether seen or hidden to have a voice • Support the organisation to improve workplace experiences for colleagues with disabilities and long term health conditions
Disability Toolkit	An online resource for managers and staff created by UHNM to support the compassionate management of and inclusive workplace for staff with disabilities and long term health conditions.
Neurodiversity	Neurodiversity describes variations in the way an individual's brain works and interprets information and covers conditions such as ADHD, Dyslexia, Dyspraxia, Dyscalculia, Asperger's and Autism.
Occupational Health Department	<p>The Occupational Health Department will give advice to staff and managers on issues relating to health at work by:</p> <ul style="list-style-type: none"> • Providing line managers with a report advising if there are reasonable adjustments identified for staff that should be put in place by the Trust • Advising if the employee is likely to be covered under the Equality Act 2010 due to the nature of their condition or illness • If an employee is absent, advising the expected length of absence and if a phased return is recommended • Assessing if an employee is permanently unfit for work or if redeployment may be a consideration.
Social model of disability	The social model of disability is an important way of perceiving inequality because it views disability as stemming from communities, services and spaces that are not accessible or inclusive. In the social model of disability, it is society that places limits on a person, not their disability.

5. ROLES & RESPONSIBILITIES

The **Chief Executive** has the overall responsibility for ensuring the Trust has adequate policies in place.

The **Chief People Officer** is the Lead Officer for the purpose of this Policy.

The **Trust Joint Negotiating and Consultative Committee Policy Review Group** will oversee the implementation, monitoring and effectiveness of this policy.

Executive Directors, Divisional Management Teams, Directorate Management Teams, Heads of service and Directorate Managers will be responsible for ensuring that this policy is fairly and consistently applied within their area of responsibility in the Trust and that they attend the relevant training required as a result of this policy.

Managers will be responsible for ensuring that they apply this policy fairly and consistently. The role of the line manager is central to ensuring that job applicants, new starters and all colleagues have the

adjustments and support needed to be successful in their roles. We expect our managers to create and sustain a positive working environment where employees feel able to come to them direct with any health or wellbeing concerns. Our expectations of Line Managers are to:

- be supportive and regularly hold wellbeing conversations with all team members to encourage colleagues to share if adjustments are needed
- recognise signs that a colleague might be struggling and require adjustments
- proactively and positively consider workplace adjustments, including seeking the views of the individual or if needed from others who can advise and provide extra support where appropriate
- ensure their team members that have a disability or long term health condition are offered the opportunity to meet and create an individual Tailored Adjustments Plan (TAP) and to review this regularly, particularly if the job role or their condition changes
- review the effectiveness of the adjustments that are already in place with the team member and modify where necessary (updating the TAP as required)
- be mindful the adjustments needed may change depending on circumstances or in response to a deterioration of a fluctuating health condition. If they are straightforward and can be easily accommodated, support the adjustment as soon as possible. Carry out any actions assigned as part of a TAP
- be aware of your responsibilities under the Equality Act and always seek further advice from the People Directorate or Occupational Health if unsure
- respect confidentiality

All employees are responsible for complying with this policy and its associated documents. In addition employees are encouraged to share their disability status on ESR and work in partnership with their line manager utilising the Tailored Adjustments Plan for conversations about reasonable adjustments and support required at work. All colleagues should:

- understand that sharing their disability status on ESR will help the organisation support them more effectively
- engage with their line manager as soon as possible to make them aware if they feel that a workplace adjustment is needed or if their health condition or circumstances have changed and their workplace adjustments need a review
- agree with line manager who else (if anybody) will be aware of their disability status – the information is confidential unless agreed it can be shared
- discuss with line manager if further specialist advice is required, e.g. a workplace assessment (e.g. risk assessment, dyslexia assessment, access to work review), IT / Health and Safety advice, or an up to date clinical view is needed by referral to Occupational Health services
- consider the needs of the service you work in and consider with your line manager the reasonableness of adjustments requested
- carry out any actions assigned as part of an individual TAP, including reviewing the adjustments as needed and agreed within the plan

More than half of disabled employees state that workplace adjustments are the single most important factor in helping them to remain in work

The **People Directorate (Human Resources)** will be responsible for supporting the implementation of this policy and its procedure and associated processes, including providing advice to job applicants, recruiting managers, colleagues, and advice, guidance and relevant training/support for managers. The department will work with managers, trade unions and colleagues to ensure the policy is followed and complies with employment legislation and best practice.

Occupational Health and Staff Support Services are responsible for promoting the physical and mental wellbeing of Trust staff, including providing support and guidance to them and their managers in the form of medical advice, guidance, and support. Occupational Health have a specific role in advising on the application of the Equality Act in relation to Disability and to make recommendations on appropriate

reasonable adjustments where an individual's health condition or impairment may fall under the definition of disability.

Trade Unions/Staff Side representatives act as an advocate and representative for the employee and to provide the employee with advice and support. They may also be asked to assist in sharing any learning that comes from the application of the reasonable adjustments process. Trade Union/Staff Side representatives can also provide representation at formal meetings, e.g. resolution meetings.

6. EDUCATION/TRAINING AND PLAN OF IMPLEMENTATION

The Trust will provide training, information, support, coaching and guidance on the Reasonable Adjustments Policy and associated processes via the People Directorate.

Training in relation to managers responsibilities in respect of workplace adjustments will be included within our statutory and mandatory Equality, Diversity & Inclusion training and relevant Management and Leadership programmes within the Trust. Awareness sessions will be available accompanied by a communications plan when the procedure is first launched.

7. POLICY DETAIL

- 7.1 This policy document outlines UHNM's commitment to being an employer of choice for people with disabilities and long term conditions. We endeavour to put adjustments in place where these are reasonable (in accordance with the Equality Act 2010 definition of reasonable) for any colleague with a long term health condition that has a significant impact on daily activities.
- 7.2 The Trust is committed to delivering a consistently applied approach to the implementation of reasonable adjustments that is compassionate and supportive and that recognises that it is the individual themselves that knows what adjustments are most effective.
- 7.3 We recognise that balancing adjustments for an individual and providing a service can occasionally lead to disputes in the workplace, and this policy aims to foster a culture where all parties engage with one another respectfully and constructively to resolve issues.
- 7.4 It is essential that all line managers follow the detailed reasonable adjustments procedure set out in this document carefully. Managers should contact the People (HR) Directorate for advice on the application of this policy as required and as set out in the procedure flow chart.
- 7.5 **What might workplace adjustments look like?**

Every person's situation will be considered on an individual basis and their needs and impact on the team/service. Line managers need to be mindful that people's requirements and circumstances can change and adjustments should be reviewed regularly to ensure they are fit for purpose and effective. Examples of adjustments can include:

- A more flexible working arrangement, for example, allowing someone to work from home or flexibility with how/when they perform their hours or changing their hours
- Modifying duties (for example exemption from certain duties)
- Arranging more one-to-one supervision or additional training, or providing a mentor
- Making a physical change to access to the workplace, the workplace itself or workstation, for example, changing a desk height, or moving office furniture or installing a ramp to improve access
- Modifying reading and information formats
- Altering assessment procedures – such as giving extra time, providing assistive technology or offering a 'work trial' instead of a traditional formal interview
- Providing extra equipment or assistance, for example, a new chair or specific IT software
- Close proximity to welfare facilities e.g. toilets, refreshments, washing etc.

- Providing 'disability leave' for appointments or treatment relating to a disability such as assessment, rehabilitation, treatment and the servicing of necessary equipment/aids

It is important to acknowledge and respect that nobody understands their health condition, and its impact, and what adjustments are effective more than the individual themselves

It might not always be clear if a person is disabled or would fall under the statutory legal duties and provisions of the Equality Act 2010. Job applicants and employees are more likely to share if they have a health condition or disability, if they feel comfortable to do so. Creating a positive, open culture about health and wellbeing can increase an individual's trust and confidence to raise any issues with their line manager.

7.6 UHNM Tailored Adjustments Plan (TAP)

An individual Tailored Adjustments Plan (TAP) is a live document that helps and supports our UHNM colleagues and their line managers to explore options for accommodating adjustments in the workplace. The purpose of the plan is to be 'a living document' and therefore it should be reviewed regularly. The disabled colleague completes the plan in partnership with their line manager, and as it is designed to be portable, colleagues can take their TAP with them to any new job within the Trust (or externally) and review this with their new line manager.

Managers will progress the request when they have agreed a workplace adjustment is needed, and will seek help if the complexity is beyond their area of knowledge or if the employee is unsure what adjustments could help them. The purpose of the TAP is to:

- record any agreements about workplace adjustments between a colleague and their Line Manager
- minimise the need to re-negotiate adjustments each time colleagues are allocated a new Line Manager
- provide colleagues and their Line Manager with a structure for supportive discussions about workplace adjustments led by the individual who knows their disability best
- help a colleague's Line Manager understand how their disability or circumstance affects them at work
- prompts colleagues and/or Line Manager to seek expert advice if needed
- review the effectiveness of any adjustments already in place
- allow both parties the chance to explain any changes in circumstances i.e. personal or organisationally

The TAP can be created and amended as needed:

- on start of employment (**NOTE:** There can be significant financial benefits if Access to Work are involved within six weeks of start of employment)
- at any regular 1:1 supervision or wellbeing conversation
- at a return to work meeting following a period of sickness absence
- on receipt of updated Occupational Health advice or other specialist medical advice
- at Personal Development Review (PDR)
- before a change in job or duties or introducing new technology or different ways of working
- before or after any change in circumstance for either the Trust or the staff member
- if it is felt that the adjustments no longer meet the staff member's needs
- as a minimum review any individual workplace adjustment plan at least annually

Colleagues do not need a TAP creating if they are satisfied with the adjustments they have in place already and that are agreed with their manager, however these should be reviewed during wellbeing conversations, PDR's or if there are changes in an individual's health condition.

7.7 Funding reasonable workplace adjustments

Employers have a legal responsibility to make workplace adjustments for disabled employees. The cost should be factored into decisions as to whether an adjustment is reasonable or not. However, **most reasonable adjustments cost less than £100, whilst many will cost nothing at all** and simply require a change to a process or a policy. Where costs are higher, assistance may be available through the Access to Work scheme which reimburses the costs or proportions of the costs of equipment, adaptations or support worker services.

It is expected that the cost of any reasonable workplace adjustments are funded from the departmental budget. Budget holders are fully supported by the organisation to purchase such adjustments regardless of their department budgetary position (i.e. under/overspent). Purchase Requisitions should make it clear that the order is a disability related purchase in accordance with the Equality Act 2010.

Managers should contact the People Directorate where they need advice, guidance or any other support if they are unsure if an adjustment is reasonable or have queries relating to budget expenditure.

Alterations to the UHNM estate, such as the building of a ramp or the installation of buttons which enable doors to be opened automatically, should be requested through the usual maintenance process. It should be made clear that this is a disability-related request in accordance with the Equality Act 2010.

Any equipment (including software) that is purchased for a colleague as a workplace adjustment will transfer with them if they move to another role within the Trust. If they leave the Trust, managers will consider if any bespoke kit can also be kept by that individual. This would be subject to there being no on-going costs or licencing / information governance implications associated with this. If in doubt, seek advice from the People Directorate.

7.8 Access to Work

Where a new or current paid employee finds that any reasonable adjustments they need are not readily available or accessible via the Trust, they may be entitled to receive help from Access to Work. This could include a grant to help cover costs of practical support while in work. Help could be in the form of support worker services, support in getting to and from work, adaptations and specialist equipment. Individuals must meet certain criteria in order to apply for support from ATW and **must self-refer to access support**. Further information can be found here:

[Standard format Access to Work guidance](#)
[Easy read format Access to Work guidance](#)

7.9 Medical Redeployment

On occasion, reasonable adjustments will be unable to meet the needs of a colleague in their existing post whilst maintaining service need. In these instances, Occupational Health advice must be sought in order to establish if medical redeployment is a suitable option. In such circumstances, an alternative post where one is available will be offered to the employee in accordance with capability process within the Sickness Management Policy. If line managers feel that this may be the situation for a member of their team, they should ensure that the relevant People Business Partner is contacted to support the process.

7.10 Management of Change

Where an individual has agreed reasonable adjustments in place, but is subject to a management of change process, managers should ensure that these adjustments (including flexible/agile working

arrangements) remain in place, but are reviewed with the employee via a TAP discussion as to their suitability in any new or changed job role/work environment.

7.11 Termination of Employment

There may be occasions when the Trust must terminate an individual's employment. Any dismissal of an employee with a disability, impairment or long term health condition due to a reason relating to their disability must be objectively justified and evidenced, and the reason must be one which could not be overcome or sufficiently minimised by any reasonable adjustment being implemented.

7.12 Resolution Process

The Resolution Policy (HR02) should be followed where there is disagreement or dispute between an employee and management about a decision or application or failure to implement a reasonable adjustment.

8. MONITORING AND REVIEW ARRANGEMENTS

This policy will be monitored and reviewed in line with organisational and legal requirements. This policy may be amended at any stage by joint agreement.

Appendix 1 - Workplace Adjustments Process

Colleagues can discuss workplace adjustments at any point during their employment from the recruitment stage onwards. Once aware that a colleague with a disability or long term condition would potentially benefit from some adjustments, there are four steps to follow:

1. Identify the need
2. Decision making
3. Putting the adjustments in place
4. Review

It can be helpful to use our Tailored Adjustments Plan to document these steps, following the process below:

Staff member advises and / or manager becomes aware that the staff member may benefit from a workplace adjustment



Arrange a meeting to discuss the need and the Tailored Adjustments Plan (TAP)



Individual and Line Manager meet (ideally within 7 days of request / manager becoming aware of possible need for workplace adjustment. This timescale can be adjusted within a reasonable timeframe by the colleague and manager as deemed appropriate) or may be held prior to commencement for a new starter. This is an informal meeting; however colleagues may be accompanied by a companion / union representative if preferred. The purpose of the meeting is to:

- understand the barriers / difficulties being experienced by the employee
- discuss workplace adjustments in line with the individual's health condition, job description and service needs
- discuss what adjustments may currently be in place and what other options / alternative support could be considered
- discuss if any further advice or assessment may be required (e.g. Occupational Health or Access to Work) and PEEP (personal emergency evacuation plan)
- agree how, if any, information needs to be communicated to others, e.g. team members and if so, how this should be done
- confirm review dates



Line Manager and staff member together confirm the discussion in the TAP detailing what adjustments are needed, any actions to be taken, by whom and with timescales. Further advice or assessment may be needed before the plan is finalised (and retained in Employee Personal File)



Arrange a review meeting to assess the effectiveness of the adjustment once it has been implemented and revise the adjustments if necessary



If the staff member and the Line Manager are unable to agree what is reasonable or can be accommodated, refer to our Resolution Policy

Appendix 2 - UHNNM Tailored Adjustments Plan (TAP)

University Hospitals
of North Midlands
NHS Trust

Equality, Diversity & Inclusion

Tailored Adjustments Plan

[Name of Employee]

[Date of Last Review]

Team Name: [Team Name]

Division: [Division]

Line Manager: [Line Manager]

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What is a 'Tailored Adjustments Plan'?

This 'Tailored Adjustments Plan' is a living record of adjustments agreed between an employee and their line manager. The purpose of this Plan is to:

- Ensure that the employee and line manager have a record of what has been agreed;
- Minimise the need to re-negotiate adjustments each time the employee changes jobs, is re-located, or assigned a new manager within the Trust;
- Provide employees and their line managers with a structure for discussions about workplace adjustments.

This plan can be reviewed and amended as necessary with the agreement of both the employee and line manager:

- At any regular one-to-one meeting;
- At a return to work meeting following a period of sickness absence;
- At performance & development review meetings;
- Before a change of job or duties or introduction of new technology or ways of working;
- Before or after any change in circumstances for either the Trust or the employee.

Notes for managers

This is a live document and should be reviewed regularly by both the employee and manager and amended as appropriate.

Expert advice from third parties (such as occupational health advisers, Access to Work, or IT specialists) may be needed before changes can be agreed and implemented. Managers who need help in deciding whether or not an adjustment is 'reasonable' can find help and advice on the [MyHR](#) intranet pages or from [My Employee Relations](#).

The agreement allows the line manager to:

- Understand how a particular employee's disability or condition affects them at work;
- Explain the needs of the Trust
- Explain the Trust's attendance and reasonable adjustments policy
- Recognise signs that an employee might be unwell and know what the employee wants you to do in these circumstances including who to contact for help
- Know how and when to stay in touch if the employee is off sick
- Consider whether or not the employee needs to be referred for to occupational health or another service to help both parties understand what adjustments could be effective
- Review the effectiveness of the adjustments already agreed
- Explain any change in the Trust's circumstances

Notes for employees

The 'Tailored Adjustments Plan' allows an employee to:

- Explain the impact of a disability or condition at work;
- Suggest adjustments that will make it easier for the employee to do their job;
- Offer further information from the employee's doctor, specialist, or other expert (where relevant);
- Request an assessment by occupational health, Access to Work, or another expert;
- Review the effectiveness of the adjustments agreed;

- Explain any change in the employee’s circumstances;
- Be reassured that the manager knows what to do if the employee becomes unwell at work and who to contact if necessary;
- Know how and when the manager will keep in touch if the employee is absent from work because of illness or a disability-related reason.

Tailored Adjustments Plan for [Name of Employee]

[Name of disability or condition at work]

The disability or condition has the following impact at work:		
I need the following agreed reasonable adjustments (refer to Access to Work agreement if relevant):	Date budget holder contacted if relevant:	Date implemented:

If a condition fluctuates

When the employee is feeling well (i.e. on a ‘good’ day), their disability or condition has the following impact on them at work:

When the employee is feeling unwell (i.e. a 'not so good' or 'bad' day), the employee experiences the following symptoms which may indicate they are not well enough to be at work:

--

Agreed Disability Leave

The manager and employee have agreed the following number of days Disability Leave* (HR61) per calendar year:

Number of paid days:		
Number of unpaid days:		
This is based on:	Line manager/employee discussion	<input type="checkbox"/>
	Occupational Health advice	<input type="checkbox"/>
If based on OH advice, what date was the OH report where Disability Leave is recommended?		

*Further information about Disability Leave, including how to determine the number of days required can be found in [HR61 Special leave](#) and in the [Employee](#) and [Manager](#) Disability Guidance.

The employee should inform the line manager if there are changes to their condition which have an effect on their work and/or if the agreed adjustments are not working. They should then meet privately to discuss any further reasonable adjustments or changes that should be made.

If the line manager notices a change in the employee's performance at work or feels these adjustments are not working, the employee and the line manager should meet to discuss alternatives.

Contact details in case of an emergency

If the employee is not well enough to be at work, they are happy for the line manager to contact any of the following in the order of preference indicated below:

First contact		Second contact	
Name:		Name:	
Relationship to employee:		Relationship to employee:	
Address:		Address:	
Telephone:		Telephone:	
Email address:		Email address:	

Line manager: How to support [Name of Employee]

Keeping in touch

If the employee is absent from work on sick leave or for a reason relating to their disability of condition for more than [XX] days and have followed the usual procedures for notifying the organisation of their absence, the line manager will keep in touch in the following way:

Who will contact whom?	
How will contact be made?	<i>(for example email, telephone, text, letter)</i>
How often?	<i>(for example daily, weekly, monthly)</i>
When?	<i>(for example preferred day and time)</i>

Conversations while the employee is absent due to sickness

These are the topics the employee and line manager have agreed to discuss when keeping in touch:

Examples include:

- *How the employee is feeling;*
- *What the line manager can do to help;*
- *Current work;*
- *Planned phased return to work;*
- *Return to work date.*

Return to work

When the employee is ready to return to work after a period of sickness or disability related absence of more than [XX] days, the employee and line manager will meet to review this Plan and make any necessary amendments.

At this return to work meeting, the following will be discussed:

For example:

- *Current work issues;*
- *A phased return/back to work plan;*
- *What to tell the team;*
- *Assessments to review existing reasonable adjustments (this may include Access to Work, GP, or occupational health, for example) and identify new adjustments that might be needed.*

Unauthorised absences from work

If the employee is absent from work and has not followed usual procedures for notifying us that they are sick or absent for a reason relating to their disability or condition, the line manager and employee have agreed the line manager will do the following:

For example:

- *Try to contact the employee on their mobile; and/or*
- *Notify the emergency contact (details above).*

Sharing this Tailored Adjustments Plan

An up-to-date copy of this form will be retained by employee/line manager/anyone else?

A copy of this form may also be given to a new or prospective line manager with the prior consent of the employee.

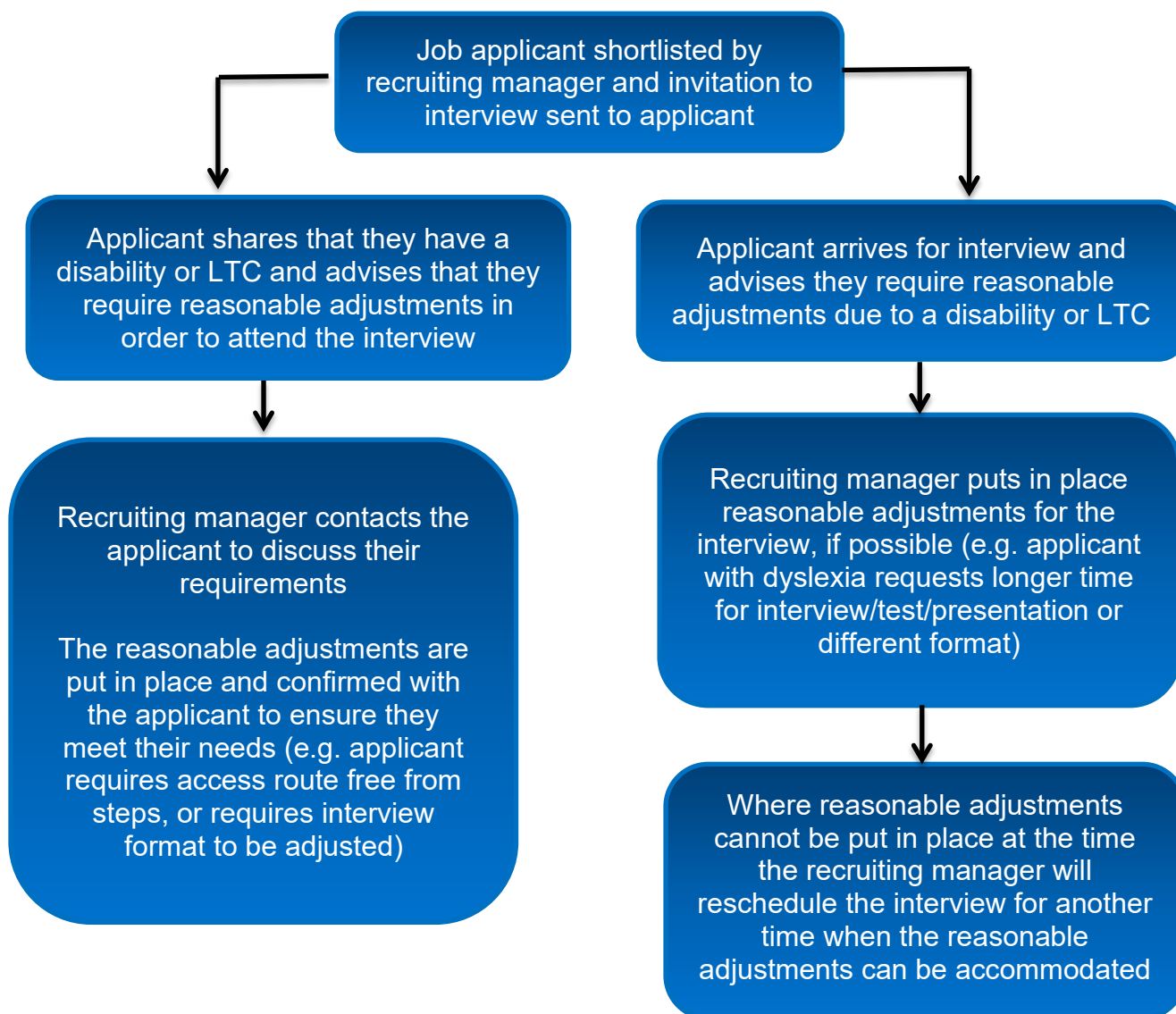
Declarations

Employee		Line Manager	
Signature:		Signature:	
Date:		Date:	

Appendix 3 - Reasonable adjustments flow chart – job applicant at interview

UHNM is signed up to the Disability Confident Scheme, part of this is the guaranteed interview commitment (previously known as the two ticks scheme), whereby if an applicant has a disability covered by the definition outlined within the Equality Act 2010 and can show that they meet the 'essential criteria' described in the person specification for the role being applied for, they are guaranteed an interview for the job for which they are applying.

The following flow chart outlines the process to follow if a disabled applicant shares with the recruiting manager that a reasonable adjustment is needed for interview.



Appendix 4 - Useful Contacts / Additional Resources

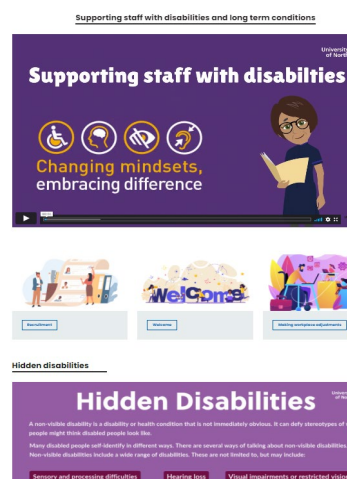
If a staff member with a disability or long term condition identifies that they may benefit from workplace adjustments, there are a range of resources, contacts and teams who can assist depending on the nature of the adjustment required. Managers and staff are not expected to be the experts on all disabilities and conditions and therefore it may be appropriate to seek further advice.

This useful link helps you understand the nature of your condition: [Check if you're disabled under the Equality Act - Citizens Advice](#)

UHNM Disability Toolkit

The Disability Toolkit is an internal resource on the Intranet for staff and line managers. It has been developed in partnership with our Disability & Long Term Conditions Staff Network, to be a 'go to' resource for managers and staff for all things relating to disability and long term health conditions. Our Disability Toolkit covers:

- Recruitment and supporting new starters with a disability
- Reasonable adjustments
- Disclosure and confidentiality
- Managing development
- Managing sickness
- Discrimination
- Retaining disabled staff
- Hidden disabilities
- Covid-19 and disability
- Specific condition factsheets
- Disabled staff profiles
- Reasonable Adjustment Scenarios



Access to Work (ATW)

Staff with a disability can request additional support via Access to Work (ATW). Access to Work is a specialist disability service delivered by the Department of Work and Pensions (DWP) which gives practical advice and support. This may include grants to disabled people, whether they are working, self-employed or looking for employment. Examples of support offered by Access to Work are:

- recommendations about equipment or ways of working to help staff do their job
- training/coaching for the staff member and others i.e. disability awareness training for colleagues
- interpreters, note takers, support workers, job coaches
- money towards any extra travel costs to and from work if staff can't use available public transport or for travel required as part of work
- access to work mental health support service

The process involves an assessment with the staff member and an advisor from Access to Work who then provides a report detailing recommendations. The Trust can reclaim some or all of costs associated with adjustments from Access to Work via their cost sharing scheme.

Health & Safety Team

The Trust's Health and Safety Team provide advice and support with assessments on a range of Health and Safety issues. Key assessments that are likely to be useful when considering requests for workplace adjustments include:

- Display Screen Equipment (DSE) and workplace assessments
- Stress Risk Assessments
- Environment Risk Assessments

Display screen equipment comprises PCs, laptops, multiple screens, tablets etc. A workstation comprises display screen equipment, optional accessories, telephone, document holder, work chair, work desk, work surface, work environment around the display screen equipment. If a computer is used for more than one hour per day continuously, a DSE should be completed. The H & S team can provide support if a manager needs further guidance. See the Trusts Display Screen Equipment procedure for more information. The forms to complete general and stress risk assessments are also available on the Health and Safety pages on the Trust Intranet.

Hearing Loops and clear face masks

The Trust has hearing loops available for staff, visitors and patients at UHNM receptions and other locations and departments. The Springfield Building has a built in hearing loop throughout the building. Clear face masks are available for staff and patients to use where these are required due to covid-19 restrictions. Departments can order hearing loops and clear face masks (ensure that these have been approved by Infection Prevention & Control) via trust procurement processes.

Fire Safety – Evacuation

Where staff may need extra help to follow their area's fire evacuation plan, line managers should refer to the UHNM Fire Safety Management Protocol No. 27 – Generic and Personal Emergency Evacuation Plans and complete a Personal Emergency Evacuation Plan (PEEP). The PEEP should be completed by the staff member, their Manager and a Fire Safety advisor. Consider situations where a staff member visits various bases and how a PEEP would apply in each situation.

Temporary Disabled Car Parking Permits

These requests must be discussed with the relevant line manager first as part of the workplace adjustment request process, and may require an occupational health review.

People Directorate (HR)

Staff and Managers can contact the Trust's People Directorate for advice around workplace adjustments including disability leave and signposting to relevant information (depending on the nature of the adjustment being considered).

Occupational Health Services (Optima Health)

Staff may be referred to Occupational Health for advice including adjustments that support staff members with their health and wellbeing and attendance at work. If a workplace adjustment is

identified as beneficial by both the staff member and manager and it can be facilitated, the staff member does not need to be referred to Occupational Health for this advice.

Information Management & Technology (IM&T)

This department has a named lead for workplace IM&T adjustments (sandie.brown@uhnm.nhs.uk) and can provide advice about IM&T equipment (hardware and software) that may assist staff members. This may include:

- Helping managers to order specialist equipment that may be outside of usual Trust procurement processes, including receiving equipment and coordinating delivery and installation
- Review any hardware/software requests to ensure that this is compatible with Trust systems and policies for information security, risk management and governance. The Trust will not be able to support IM&T equipment which compromises information security. Where a request is not compatible, suitable alternative options will be suggested
- Recording any IM&T equipment purchased as part of a workplace adjustment to allow the Trust to monitor the level and timeliness of such requests

Equality, Diversity and Inclusion Team

Independent advice and support from the Trust's Equality, Diversity and Inclusion team can be sought by staff or managers at any point, including if there are any difficulties in implementing this procedure. This team may provide support in situations where a manager and staff member are unable to reach agreement about reasonable workplace adjustments and where further expert advice would be helpful.

Trade Union representatives

Trade Union representatives are available for advice and support to union members. Details of individual unions are available on the Trust intranet. Staff may wish to be supported or accompanied by a union representative at meetings when discussing workplace adjustments.

Recruitment Team

The Trust has signed up to the Disability Confident Scheme which replaced the 'two ticks' symbol. This scheme builds on the best practices of the 'two ticks' model. The Disability Confident Scheme demonstrates a positive action by the Trust to avoid discrimination. The Trust guarantees to interview all applicants with a disability who meet the minimum essential criteria for a job vacancy and to consider them on their merits.

Advice can be sought from the Trust recruitment team about any adjustments that may be offered as part of the recruitment and selection process. Examples of reasonable adjustments may include:

- offering assistance with access or communication
- changing room arrangements that ensure a disabled candidate is not disadvantaged
- adapting arrangements for selection or completion of tests
-



Sunflower Lanyard Scheme for Hidden Disabilities

UHNM is proud to support the Sunflower Hidden Disability scheme. The Sunflower is a globally recognised symbol for non-visible disabilities that are not immediately obvious. They include autism, chronic pain, learning difficulties, mental health conditions, mobility, sensory loss respiratory conditions as well as chronic conditions such as diabetes and Crohn's disease.

Although you may not be able to see these invisible impairments and conditions, they're still there. People living with these often face barriers in their daily lives including a lack of understanding and negative attitudes. So some choose to wear the Sunflower lanyard to discreetly identify that they may need support, help, or just a little more time in whether it be in our hospitals, shops, transport, or public spaces.

UHNM Disability Champions



Disability Champions are UHNM colleagues and members of the Trust's Disability & Long Term Conditions Staff Network who are passionate about supporting staff with disabilities and long term health conditions. Champions have undertaken specialist disability training and can support other colleagues and new starters at UHNM by:

- Being a confidential listening ear for colleagues with a disability or long term health condition
- Provide an informal and friendly 'buddy' role to colleagues who may be newly diagnosed or new to the organisation with a disability or long term health condition
- Raise awareness of the Tailored Adjustments Plan and Trust process for reasonable workplace adjustments
- Signpost colleagues to additional staff support and resources
- Support colleagues with a disability, neurodiversity or long term condition whether seen or hidden to have a voice
- Support the organisation to improve workplace experiences for colleagues with disabilities and long term health conditions

Details on how to contact a Disability Champion can be found on the [Disability Champions](#) intranet page.

Carers Passport

Our [Carers Passport](#) has been launched for UHNM colleagues who care for family or friends who have a disability, illness or who need support in later life.

The passport has been designed with the intent of offering assistance to colleagues who have caring responsibilities which may affect their work now or may do in the future.

It is a 'live' document offering the assistance to carry out an open conversation with colleagues/line managers which relates to relevant Trust policies and allows access to the right support and help when it is needed it.