

Reasonable adjustments - managers' toolkit

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Introduction

This toolkit aims to support colleagues who may require reasonable adjustments and it forms part of our commitment to becoming a more equal, diverse, and inclusive employer.

Being inclusive is everyone's responsibility and we all have an important role to play in treating people at work with respect and dignity. This toolkit will help you to understand why making reasonable adjustments is a positive step towards embracing a culture of diversity and inclusion.

We use the terms disability and reasonable adjustment as this reflects the statutory definitions in the [Equality Act 2010](#). The Equality Act also includes our legal requirements under the [Public Sector Equality Duty](#). It is important that we ask colleagues who make us aware of any health condition, how they prefer to describe their condition or impairment. For example, someone with diabetes may prefer their condition to be referenced as a long-term health condition.

Understanding disability

Definition of disability under the Equality Act 2010

The Equality Act 2010 says, 'A person has a disability if they have a physical or mental impairment, and the impairment has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.' Long-term can be defined as the impairment lasting for at least 12 months or has been diagnosed as likely to last for at least 12 months. Substantial in this instance means the condition is more than minor or trivial.

The social model of disability

The social model of disability says that people are disabled by barriers in society, rather than by a person's condition or difference. Barriers can be physical like buildings or spaces that are not accessible and limit ease of access for people with disabilities. On the other hand, barriers can be caused by attitudes found in society which are based on prejudice and stereotypes.

We recognise that not all people with disabilities align with this model, and we support colleagues with disabilities in whichever way they choose to describe their disability. Many align with the medical model of disability which says people are disabled by their impairments and these function as a barrier to participating in society. We align with the social model as it focuses on the environment we live and work in and helps us recognise barriers that exclude colleagues with disabilities in the workplace.

Non-visible disabilities

It is important to recognise we can't always see a person's disability. Non-visible disabilities can be physical, mental, or neurological and can cause people different challenges and limitations in their day-to-day lives. People with non-visible disabilities are often judged because they don't have symptoms that you can see. Judgemental attitudes can make those with non-visible disabilities feel like they need to justify themselves which can cause them distress and upset.

Some colleagues may disclose a non-visible disability, and it is your responsibility to listen to your colleague's experience of their condition and seek expert guidance from the relevant support organisation, Occupational Health, the colleague's GP, or specialist health care provider with the colleague's permission. Once you have a better understanding of the condition you should ask appropriate follow-up questions to enable you to respond to colleagues with empathy ensuring they feel supported and included in the organisation.

In some cases, colleagues with non-visible disabilities may choose not to disclose their condition to you especially if it doesn't impact their working day. However, should you notice a change in a colleague's physical health or behaviour, it would be appropriate to talk to the colleague about what they have noticed sensitively. You should not mention any conditions you think the colleague may have or try to diagnose them with any medical conditions.

Discrimination

What is discrimination?

Discrimination is the unfair treatment of people and groups based on the characteristics such as age, disability, gender, and race. Discrimination in favour of non-disabled people is a type of discrimination known as ableism.

Ableism defines people by their disability and includes stereotypes, misconceptions, and generalisation about people with disabilities. It is ableist to hold the belief that the normal way to live is as a person without a disability. Whether consciously or unconsciously, ableism can take form in the ways outlined below.

- Failing to make information accessible, for example braille or sign language.
- Telling a person with a disability that they "don't look like they have a disability" or asking what is "wrong" with them.
- Assuming a person with a disability cannot do things for themselves

The Equality Act protects people with disabilities from certain types of discrimination and colleagues may experience more than one type of discrimination.

Types of discrimination covered by the Equality Act

Failure to make reasonable adjustments	Where an employer has failed to apply adjustments for a disabled employee
Direct discrimination	Where a disabled person is treated unfairly because of their disability
Indirect discrimination	A policy or practice put in place for everyone but puts a disabled person at a disadvantage
Harassment	Unwanted conduct against a disabled person which violates their dignity or makes the person feel intimidated, degraded, or offended
Victimisation	Where someone is treated unfairly because they have made a complaint of discrimination

Reasonable adjustments

Defining reasonable adjustments

The Equality Act states that we have a legal duty to provide reasonable adjustments for job applicants and colleagues who have a disability. It is essential that you cooperate with colleagues to make reasonable adjustments and ensure that colleagues with disabilities can perform their duties to the same standard as colleagues without disabilities.

Reasonable adjustments are changes we make to remove or reduce barriers in the workplace that put colleagues with disabilities at a disadvantage. Reasonable adjustments can be made within employment policies, procedures, practices, or the physical working environment. Importantly, you should consider each reasonable adjustment case on its own merits - there is no one-size-fits-all adjustment. Common workplace adjustments are highlighted below; however, other examples of adjustments can be found in Appendix 1.

Common workplace adjustments

- Altering working patterns or flexible working e.g., changing hours to part time or altering start and finish times
- Working from home
- Increasing the threshold for medical appointments to support colleagues in attending appointments associated with a disability or long-term health condition.
- Training and mentoring opportunities to support colleagues.
- Changing work duties or allocating duties to other colleagues
- Changing the physical environment e.g., providing a ramp for a wheelchair user
- Introducing software to support colleagues e.g., speech recognition software for colleagues with visual impairments.
- Allowing more time for interviews or providing interview questions before the interview takes place.
- Providing written and verbal information

There is a lot to consider when making reasonable adjustments and you should consider what is reasonable. As an employer, we do not have to make any adjustments that will be ineffective or impractical.

When a colleague asks us to consider a reasonable adjustment so that they can perform at their best at work by the removal or reduction of a barrier, it is our responsibility to make the adjustment or consider suitable alternatives. Should we fail to make reasonable adjustments the organisation could be in breach of the Equality Act 2010.

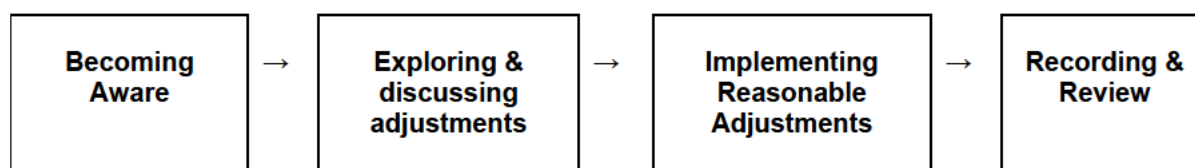
Considerations when making reasonable adjustments

Consideration	Reasonableness
Practicality	We recognise that not all reasonable adjustments are easy to implement and encourage managers to seek further support from the services listed in Appendix 2.
Affordability	How much will the adjustment cost and what financial support is available? (e.g., Access to Work.)
Effectiveness	How useful will the change be in reducing or removing the disadvantage and how will you measure this?
Resources	What resources are available to help with making the change?
Advice and support	Which internal and external stakeholders can you contact for guidance on making adjustments? e.g., Access to Work, charities, internal groups.
Health and safety	Does the adjustment impact on the health and safety risk to the colleague or the wider team?
Disruption	Does the adjustment cause any disruptions to the colleague and wider team? What can be done to minimise disturbance?

Identifying and implementing reasonable adjustments

Once you become aware of a candidate or colleague with a disability, you have a legal responsibility to support them. Further information about how to support candidates with disabilities can be found in the recruitment section of the guidance.

Whilst each individual and situation is different, there are important considerations to make when being made aware of a colleague's requirement for a reasonable adjustment, through to their application and review.



Becoming aware

You may become aware that a colleague has a disability or a medical condition through various routes. For example, a colleague may make you aware that they need a reasonable adjustment during the recruitment process, during a performance meeting or following a period of sickness absence.

You may need to consider a Workplace Needs Assessment to identify possible reasonable adjustments to support the challenges experienced by a colleague. Experienced assessors collaborate with colleagues to understand their circumstances and identify solutions based on these. These reasonable adjustments can include assistive technology, increased supervision and support or environmental alterations.

Workplace Needs Assessments can be provided by [DWP Access to Work](#) or [Concept Northern](#). You should consider temporary reasonable adjustments until the colleague has had their Workplace Needs Assessment and the recommended reasonable adjustments have been implemented.

Disability-related absence

You should refer to the [Sickness Absence Policy](#) when managing the attendance of colleagues with a disability. As per the policy, increasing absence threshold levels is a type of reasonable adjustment that allows colleagues with a disability to surpass thresholds. Flexibility and fairness are important when managing the attendance of colleagues with a disability.

Supporting colleagues in work

Disabilities can arise during employment and when you become aware of a colleague with a disability, you have a legal responsibility to support the colleague. Disclosing a disability can be a major step for some colleagues and you should be respectful, and empathetic of colleagues' circumstances. It is important you listen to colleagues to understand what the next best steps would be and ensure colleagues are heard.

Managers should be flexible with blended working and support colleagues with disabilities or long-term health conditions to work from home if this is appropriate to both the individual and the service.

How colleagues can request reasonable adjustments

You are responsible for implementing reasonable adjustments; therefore, colleagues should contact you when making a request. Colleagues can raise the request directly with you verbally or in writing – whichever way they feel more comfortable with. Some requests may be simple to put in place whereas others may require further support and guidance. You should respond as soon as possible and reassure the colleague that you will be in touch to arrange a confidential meeting to discuss the request.

Exploring and discussing adjustments

Should you require advice or guidance after receiving a reasonable adjustment request you can contact Human Resources or Occupational Health. To contact HR, you should submit a ticket via [askHR](#) clearly outlining the request is concerning reasonable adjustments. Thereafter a member of the team will be in touch to discuss the request.

At this stage, you should consider requests carefully: whether the request could be accommodated, how you would implement the adjustment and who needs to be involved. A full list of contacts is available in Appendix 2. Once you are clear on how you can help, you should then invite the colleague to a confidential meeting that is free from interruptions.

You should make colleagues aware of what will be discussed at the meeting and provide sufficient time to allow them to prepare. Also, you should highlight that this is a collaborative process. Colleagues should think about what would help support their disability and what you could do at present to best support them. You should explore within the discussion, whether they would like other colleagues within their team, to be made aware of any adjustments where it would be beneficial in fostering good working relations.

You should be open-minded and adaptable when considering the needs of colleagues with disabilities. Also, you should accept change and be forward-thinking in looking for positive ways of making change work.

In some situations, following careful consideration of a request, you may not be able to accommodate a request for a particular adjustment. In this instance, you should explore with your colleague the possibility of alternatives if appropriate. You should also consider whether your colleagues' role could be adapted to allow them to remove or reduce the barriers they are facing. Taking a proactive approach in exploring other options will help mitigate the risk of 'failure to make reasonable adjustments' which is a form of disability discrimination.

Implementing reasonable adjustments

Reasonable adjustments should be implemented timeously, and you should involve colleagues in any decision that impacts them. You should ensure colleagues feel included in decision-making as they understand their disability and know how it impacts them best.

Some reasonable adjustments may take longer to implement than others, therefore it is important to consider colleagues' health and well-being and put temporary measures in place where appropriate. Should you be unsure of any temporary measures at this stage, you should contact HR who can offer advice and support.

Recording and review

Health Adjustment Passport

The Health Adjustment Passport is a confidential document that helps colleagues outline the difficulties they may be experiencing at work due to their disability. During a reasonable adjustment meeting, you should discuss the questions included in the health adjustment passport and agree on appropriate adjustments.

You should make colleagues aware that should they ever move or change roles, the health adjustment passport can be used to make new managers aware of their disability and to prompt discussions about reasonable adjustments. Colleagues should keep their Health Adjustment Passport safe and provide it to you when necessary and update it following discussions around their health and wellbeing. However, you should also retain a copy.

Colleagues may find discussing their disability difficult and having a passport means colleagues may only need to have the conversation once. After any difficult conversations you should be mindful of the vulnerability a colleague may be experiencing.

You should be supportive and thank colleagues for sharing sensitive information. It may be appropriate to signpost colleagues to our [wellbeing resources](#) during this time as extra support.

The health adjustment passport should be a working document that is regularly reviewed. You should arrange with the colleague, a timescale for reviewing any agreement made regarding adjustments to ensure that they're still appropriate and that they continue to meet the needs of the colleague.

You should be mindful of the agreement in place and should ensure that colleagues have regular opportunities to discuss the contents, how any changing or emerging duties might be impacting them, and whether adjustments require any further consideration or amending.

Recruitment

As an equal opportunity employer, we recognise the benefits that a diverse workforce with different values, beliefs, experience, and backgrounds brings. We are committed to building an inclusive recruitment culture where all people feel valued, included, and able to be at their best.

As part of the recruitment process, applicants are given the opportunity to declare a disability and outline any specific requirements or reasonable adjustments that they may require. As a [Disability Confident Employer](#), any applicant that discloses a disability and meets minimum requirements in the person specification is guaranteed an interview.

It is recognised that applicants with disabilities may face challenges during the recruitment process. Therefore, you will need to ensure that reasonable adjustments are made to ensure that they are not disadvantaged.

Examples of possible adjustments

Barrier	Possible adjustment
Travel	• Removing the requirement for access by conducting a remote interview • Arranging a taxi as an alternative if other means of transport is not available or appropriate. • If an internal application, you could consider meeting the colleagues at their current place of work
Access	• Ensuring the interview takes place in an accessible room, and that it is appropriately equipped. • Changing the layout of a work area or entrance to a building
Communication	• Invite an Interpreter • Invite a Job Coach or Support Worker to accompany the candidate. • Availability of interview questions prior to interview

People's assumptions	Unconscious bias training, undertaken by members of the recruitment panel to mitigate impact of any prejudices or stereotyping (this is essential for all recruiting managers within the Council).
Interview Type	Explore alternatives to the interview e.g. practical exercises.

You should ensure that no assumptions are made about what adjustments are required and applicants must be provided with the opportunity to discuss any requirements in advance of an interview and throughout the recruitment process.

If adjustments are required to participate in the recruitment process and the candidate is successful, you must ensure these adjustments are discussed and implemented before they commence their employment. For example, if a successful candidate requires specialised equipment or software these should be made available on their start date. When agreed, the adjustments should be recorded in the employee's health adjustment passport.

Meeting costs

Currently, the cost of any adjustment is met by the employing/recruiting department. To allow us to track relevant spending, we are asking that you use the following expenditure code when making orders through Oracle – 3962: Reasonable Adjustments. You may need to have this code linked with your cost centre, and this can be arranged by contacting your finance partner.

For more detailed information on how to use the expenditure code within Oracle, you can refer to the [Oracle - ordering accessible items guidance](#).

In many cases the cost of making reasonable adjustments is relatively small, with the average cost of adjustments at £75 for an individual in the UK, many are even less expensive or even free.

If the costs are significant, you should support your colleague to utilise funding that may be available through the Access to Work Scheme. In cases involving an access to work grant, the Council is still required to pay up front for recommended adjustments, with 80% of the remaining cost (after the first £1,000 threshold is reached) being re-imbursed by Access to Work.

Access to Work

Access to Work is a support scheme available from the Department for Work and Pensions (DWP) that funds practical support for people who have a physical or mental health condition or disability. The Access to Work scheme aims to support people to start or remain in

employment, covering a wide range of interventions beyond standard reasonable adjustments and this support is agreed on individual need.

Support available

Support can be practical and financial, and is aimed to help colleagues overcome barriers they face in the workplace; grants are available to help pay for things like:

- Aids and equipment for use in the workplace.
- Taxi fare so that colleagues can get to work if they are unable to use public transport.
- A support worker or job coach to support colleagues in the workplace.
- Adaptations to premises or existing equipment.
- Disability awareness training for colleagues

Eligibility

Access to Work grants do not need to be paid back, it will not impact on the colleague's other benefits, and they are not based on how much a colleague earns. The eligibility criteria for support under this scheme are as follows:

- Colleagues must be over 16 years of age.
- Colleagues must live in England, Scotland, or Wales.
- Colleagues must either be employed or about to start in your employment (in the next 12 weeks).

In addition, there are various qualifying health conditions that must apply:

- Colleagues must have a long-term health condition or disability that affects their ability to work.
- The disability or health condition must have lasted longer than a year and be expected to continue for the next year.
- The colleague requires the support of equipment or adaptations, financial or human help to do their job and remain in work.
- It must also mean that colleagues need support in starting a new job, staying in their current job, or reducing their absence from work.

How to apply

Applications can be made online or by phone by colleagues. The following details will need to be provided:

- Colleague contact details
- Their workplace address and postcode
- The name of a workplace contacts who can confirm that the colleague is a Council employee (they will not be contacted without permission)
- The email address or work phone number of the workplace contact
- Information about how the colleague's condition affects their work and what support is thought to be needed.

Applications can be made online at the [Access to Work site](#). They can also be made by calling the Access to Work helpline on 0800 121 7479.

The Council would be expected to pay the first £1000 in each case plus 20% of the remaining costs up to £10,000 where the employee has been in our employ for a period of more than 6 weeks.

Access to work will consider paying grants of up to 100% for people who have been working for less than 6 weeks when the application is made. Furthermore, they will consider paying the full amount for:

- support workers
- additional travel to work and travel in work costs
- communication support at interview

After making an application

After an application is made, a case worker from Access to Work will contact you and the colleague to confirm receipt of their application. If a colleague needs to have an assessment, it will be conducted by telephone, an online video call or in person within the workplace and an assessor from Access to Work will conduct this. Subsequently, a report will be sent out detailing any adjustments or assistive technologies that are recommended.

In some cases, a colleague will already know what support is needed, having had a previous assessment. In this instance they will not require an assessment and a case worker will discuss the award with both the applicant and the employer and advise on a tailored package of support.

Further information about the scheme, including how to claim money from a grant, can be found on the [Scottish Government website](#).

Roles and responsibilities

Your responsibilities as a manager

You have the responsibility to support colleagues' health and wellbeing in the workplace. Should you become aware of a colleague with a disability, you have the duty to protect them from any form of discrimination and begin to consider reasonable adjustments. Further information on how to support [colleague wellbeing](#) is available on the Orb.

You should respond to reasonable adjustments requests quickly and inform the colleague of any delays.

You should collaborate with colleagues to understand how their disability impacts them in the workplace by using the Health Adjustment Passport. You should be empathetic of the colleague's circumstances and make sure conversations are held in a safe and confidential space.

You should make sure that the relevant services are engaged to understand and support the application of reasonable adjustments, such as Occupational Health and Access to Work.

Whilst some adjustments are simple to implement, other adjustments may take longer to put in place. Therefore, you should consider temporary adjustments to support colleagues where appropriate.

Meeting the needs of the colleague might be challenging, so keep an open mind and be flexible when discussing options. Once an adjustment is implemented, you have the responsibility to review the effectiveness of the adjustment and meet with the colleague regularly.

Colleagues

Colleagues who require reasonable adjustments should bring the request forward to you and be willing to collaborate to find an appropriate adjustment. Once the adjustment is in place, colleagues should keep management updated on its effectiveness.

To promote a disability-inclusive workplace culture, all colleagues have a collective responsibility to respect and communicate with each other. Colleagues should not judge or make assumptions about people with disabilities and treat everyone as an individual.

Occupational Health

People Asset Management (PAM) is our occupational health provider, and their role is to provide recommendations and advice in more complex reasonable adjustment cases.

You may be alerted to a colleague's requirement for adjustments through an individual disclosure, but you could also be informed by return of their pre-employment health check, conducted by PAM.

PAM should be contacted when you have followed the formal reasonable adjustment process and have been unable to find a suitable adjustment for your colleague.

Before making a referral to PAM you should read the [occupational health guidance](#) on the Orb.

Human Resources

Human Resources are responsible for maintaining and updating the Reasonable Adjustments Guidance.

You may require HR support and guidance during the reasonable adjustment process and should log into [askHR](#) via Halo to submit a ticket.

Appendix 1 - Further examples of reasonable adjustments

This following information provides examples of common adjustments you could make to support colleagues. However, this is not an exhaustive list, and you should still consider making reasonable adjustments on an individual basis.

Examples of adjustments to support colleagues with physical impairments

- Hold meetings or job interviews in accessible venues. For example, you should ensure the venue has a ramp or is on the ground floor to support wheelchair users or those with mobility conditions.
- Consider online meetings instead of in-person meetings depending on colleagues' preferences and circumstances.
- Providing a height-adjusted desk or adaptative office furniture.
- Risk assessments for work activities to ensure risks to health, safety and wellbeing are reduced or controlled.

Examples of adjustments to support colleagues with sensory impairments

Visual impairments

- Adjustments can be simple, such as standing within the field of sight for a person with a visual impairment.
- Providing equipment to enlarge objects or text on screen e.g., video magnifier.
- Providing software that provides text to speech output e.g., ZoomText/JAWS.
- Changing the working environment e.g., altering lighting levels.
- Providing a fixed desk location rather than hot desk.
- Provide a larger screen.
- Provide a high visibility keyboard.

Hearing impairments

- Provide appropriate equipment for using the phone e.g., a phone that amplifies sound or a headset that works with their hearing aids.
- Speak with colleagues with hearing impairments to understand their communication preferences. For example, some people who are deaf prefer to communicate with text or email rather than calls.
- Create a good listening environment. For example, background noise can be challenging for people who use hearing aids or have cochlear implants, so consider quiet areas where they can work.
- Make sure your face is clearly visible as this important for people who rely on lip reading.
- Avoid talking to a colleague who is deaf with a window or bright light behind you.

- Remind your team to speak one at a time as some people who are deaf struggle to lip-read more than one person at a time.
- Provide meeting materials e.g., PowerPoints in advance of a meeting.
- Consider the pace of meetings and include regular breaks and present information visually.
- Book meetings in advance so that communication support can be booked e.g., sign language interpreter.

Examples of adjustments to support colleagues with musculoskeletal disorders

- Provide access to, and allow staff to attend, manual handling training courses and refresher courses.
- Allow flexibility when working on certain tasks e.g., shortening the time spent on a task, rotating their tasks with colleagues, and having short breaks.
- Modifying workstations by completing [DSE risk assessment](#). Ensuring that colleagues have access to ergonomic equipment and furniture is an effective way to support employees with musculoskeletal problems.
- Reducing noise or temperature levels can help employees with musculoskeletal problems work more comfortably and reduce the risk of injury.

Examples of adjustments to support colleagues with menopause

- Flexibility with working hours, e.g., altering start and finish times, reducing hours, longer rest breaks, flexibility to attend medical appointments.
- Providing desk fans or moving workstation to a cooler part of the office.
- Providing a different uniform if a colleague is experiencing hot flushes.
- Consider work from home opportunities if possible.
- Explore the [menopause guidance](#) for further information.

Examples of adjustments to support colleagues with mental health conditions

- Flexibility with working hours, e.g., altering start and finish times, reducing hours, longer rest breaks, flexibility to attend medical appointments.
- Provide the option to work from home if possible.
- Reduce workload and support colleagues in prioritising important tasks.
- Consider colleagues work environment e.g., noise levels, comfort, quiet rest break area.
- Offer increased supervision to ensure colleagues feel more supported. However, it is important to let the colleague know the purpose of increased supervision is to offer further support and for no other reasons for example, performance issues.
- Consider mentors that could support the colleague in the workplace with their permission.
- Consider a phased return to work to support colleagues settling back into the workplace. Further information can be found in the [Sickness Absence Policy](#).

Examples of adjustments to support colleagues with long-term health or chronic health conditions

- Consider a phased return to work to support colleagues settling back into the workplace. Further information can be found in the [Sickness Absence Policy](#).

- Making changes to a colleague's job role, if possible, e.g., changing responsibilities, decreasing workload, or extending deadlines for tasks.
- Improving access to the workplace e.g., ramps, bathroom modifications.
- Modifying workstations by completing [DSE risk assessment](#).
- Providing a comfortable chair and rest support for colleagues with arthritis.
- Allowing paid time off work for rehabilitation, appointments, assessment, or treatment.
- Allowing colleagues set breaks to take medications e.g., colleagues with diabetes may need breaks at set times to keep on top of blood sugar levels.
- Remind colleagues to avoid spraying aerosols for those with asthma.
- Raise awareness with colleagues about health conditions within the team. For example, what to do if someone with diabetes had a hypo in their team or if a colleague had an asthma attack.
- Assistive technology to support those who might find typing painful or reading from a screen tiring.

Examples of reasonable adjustments for challenges with concentration and focus

- Quiet workspace free from distractions such as doors, phones, and busy communal areas.
- Offer private workspaces if possible.
- Offer the opportunity to work from home if possible.
- Altering start and finish times.
- More frequent breaks particularly after long meetings.
- Planning colleagues schedule around the times of the day they work best. For example, some people may find they are more productive and focused early in the morning.
- Ensure work areas are neat and tidy.
- Record meetings where possible.
- Allow headphones to be used if possible.
- Ensuring colleagues are aware of how to communicate with those with different communication styles.

Examples of reasonable adjustments for challenges with reading and writing

- All printed material should be dyslexia-friendly see British dyslexia [British Dyslexia Association Dyslexia Style Guide](#).
- Provide information based on individual needs i.e., written, verbal, flow charts, video.
- Check colleagues understanding after communicating a task.
- Highlight key points in documents.
- Communicate instructions slowly and clearly.
- Assistive technology such as a screen reader or speech-to-text software for reading and writing support.
- Assistive technology, for example Grammarly, to support spelling and grammar.
- Allow sufficient time to read and complete tasks.
- Be mindful when asking a person with dyslexia to take minutes at a meeting and consider asking someone else if they are uncomfortable with the task.

Examples of reasonable adjustments for challenges with organisation and planning

- Reminders for important deadlines and support colleagues with prioritising tasks.
- Provide templates and/or examples of previous work.
- Break projects into manageable chunks.
- Schedule regular meetings to check on progress and offer support.
- Help colleagues organise their calendar and make best use of it.

Medical redeployment

[Medical redeployment](#) can only be considered as a reasonable adjustment where all other options have been exhausted. Medical redeployment is where we find suitable alternate employment for colleagues who are no longer medically fit to undertake their role.

Appendix 2 – Key services

Service	Descriptor	Contact information
Occupational Health	Our Occupational Health Provider can undertake several actions which could support colleagues: • Management referrals in which an advisor can provide information about fitness for work. • DSE assessments where physiotherapist can assess individual workstations and outline any appropriate adjustments including ergonomic equipment. • Needs assessments which can provide us with in depth reports about specific conditions and how colleagues can be supported.	Contact your manager who can refer you directly to the service and for the appropriate assessment.
Interpretation & Translation Services	A service available to supply contingency resource for interpretation and translation services.	Call: [REDACTED] Email: [REDACTED]@edinburgh.gov.uk
Access to Work Scheme	Read about the Access to Work Scheme, the eligibility criteria, how to make an application and subsequent claims.	Call: 0800 121 7479 Website: Access to Work: get support if you have a disability or health condition: What Access to Work is - GOV.UK (www.gov.uk)
Advisory, Conciliation and Arbitration service (ACAS)	ACAS is an independent public body that provide free impartial advice to employers, employees and their representatives on employment rights, best practice and resolving workplace conflicts.	Helpline: 0300 123 1100 Website: What we do Acas
Scottish ADHD Coalition	A group of voluntary organisations providing support to adults and children with ADHD in Scotland and their parents, carers, and families. The site both provides information about ADHD and signposts to local support across Scotland.	Email: chair@scottishadhdcoalition.org Website: Scottish ADHD Coalition - The Scottish ADHD Coalition

Dyspraxia Foundation	A UK wide charity committed to raising awareness for dyspraxia and spreading information about how we can support those living with the condition. Their website holds a lot of information about dyspraxia and advice for children, adults, and their families/carers.	Helpline: 01462 454 986 Website: Home (dyspraxiafoundation.org.uk)
Scottish Autism	An organisation dedicated to enabling autistic people to lead happy, healthy, and fulfilling lives. They provide a range of services to support children and adults across Scotland including an advisory helpline, day, and vocational services, one stop shops, outreach support and a transition service.	Helpline: 0125 922 2022 Website: Scottish Autism - Autism Awareness Charity & Services for Children & Adults in Scotland
Dyslexia Scotland	Scotland's national charity, providing support to people with Dyslexia across Scotland. A helpline is available for people to ask questions about Dyslexia and for information to be shared and key services signposted. Information is available on how to get a dyslexia assessment and there is also training available for a range of parties including employers, on how to support people with Dyslexia.	Helpline: 0344 800 8484 Website: Dyslexia training Dyslexia Scotland - Dyslexia Scotland
National Numeracy	National Numeracy is an organisation aiming to improve how people understand and work with numbers in day-to-day life. There're several useful resources on their site and information about Dyscalculia, how to improve your maths with Dyscalculia, news items, blogs and learning resources.	Call: 01273 915 044 Website: What is dyscalculia? Dyslexia with Numbers (nationalnumeracy.org.uk)