

# Reasonable Adjustments Policy

## Our Vision

Building better lives through social care and housing in local communities.

## Our Mission

We co-design and deliver services that offer innovative social care solutions and support people to thrive.

## Our Values

We are  
**caring** and  
**compassionate**



We are  
**inclusive**  
and **trusted**



We focus on  
**excellence**  
and  
**innovation**



We work in  
**partnership**  
and are  
**one-team**



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 **Look Ahead**  
CARE, SUPPORT AND HOUSING

## Supporting Procedures, Documents and Guidance

[Reasonable Adjustments Form](#)

[Access To Work](#)

[Examples of Reasonable Adjustments](#)

Copies of these documents can be supplied on request

## 1. Introduction

- 1.1 We are committed to ensuring that our staff with a disability are not significantly disadvantaged in performing their duties or accessing professional development opportunities when compared to non-disabled employees.
- 1.2 Our [Inclusion & Diversity Policy](#) sets out our commitment to creating an inclusive workplace for our staff and to make reasonable adjustments for staff with disabilities or short-term adjustments to support staff at work or returning to work after a period of sickness absence.
- 1.3 This policy applies to all staff members, Board Members, volunteers, Bank Support Workers, apprentices/trainees and job candidates.

## 2. Reasonable Adjustments

- 2.1 A reasonable adjustment is a change that must be made to remove or reduce any disadvantage associated with a person's disability while applying for or performing a role. This could be a change in an existing employee's working conditions or working environment or a change in a job candidate's advertising, assessment or interview arrangements.
- 2.2 In line with the requirements of the Equality Act 2010 we will make reasonable adjustments where:
  - a provision, criterion and/or practice puts a disabled person at a substantial disadvantage in comparison with job candidates or workers who are not disabled.
  - a physical feature of the premises occupied by an employer puts a disabled person at a substantial disadvantage in comparison with non-disabled job candidates or workers
  - the lack of an auxiliary aid puts a disabled person at a substantial disadvantage in comparison with non-disabled job candidates and workers.

## 3. Requesting a Reasonable Adjustment

- 3.1 We have an obligation to make reasonable adjustments where a job candidate or worker triggers or expressly requests changes to assist them in applying for or performing their job. The duty to make reasonable adjustments would usually not

arise where we are unaware of – and cannot reasonably be expected to be aware of – the existence of a disability.

- 3.2 We will ensure that, where staff are experiencing difficulties with any aspect of their job, or if their sickness absence record indicates long-term illness, they are referred to Occupational Health or [Access to Work](#) for an assessment. Where recommended, reasonable adjustments will be considered and/or implemented.
- 3.3 Managers should be aware of any signs that may indicate that a staff member is experiencing difficulties due to a disability, such as:
  - Poor or worsening attendance
  - A decline in performance
  - Missing deadlines
  - Poor timekeeping
  - Behavioural changes at work or appearing to be in pain or discomfort
- 3.4 In these circumstances the manager must talk to the individual - taking a sensitive and empathetic approach and without making assumptions – to understand if there are issues requiring support, such as making reasonable adjustments, and to offer an Occupational Health and/or Access to Work referral.

## **4. Responding to Requests for Reasonable Adjustments**

- 4.1 We will consider requests for reasonable adjustments from staff with disabilities and accept and make those changes where they are deemed to be reasonable in all the circumstances. All reasonable adjustments will be managed in a fair, consistent and lawful way.
- 4.2 Where a request for reasonable adjustments has been made by a job candidate or staff member in the first instance we will discuss the circumstances directly with the individual to establish all the facts and to engage with them to identify appropriate adjustments to reduce or remove any disadvantage. All job candidates will be referred to a Pre-employment Occupational Health referral as part of the Recruitment checks to assist job candidates with the post they have applied for.
- 4.3 What is ‘reasonable’ will depend on the circumstances of each case. Relevant factors can include the cost of the adjustment, what resources are available to us to fund an adjustment, how practical any adjustment will be to implement, and whether the adjustment will be effective in removing or reducing any disadvantage for the individual in question.
- 4.4 Any reasonable adjustments implemented will be regularly reviewed and monitored to ensure they remain effective and to make any necessary changes.

- 4.5 When considering a 'reasonable' in reasonable adjustments, we will consider the following questions?

### **Practicality**

We will also consider making fair changes to the way work is performed so that an individual can do the essential elements of their role. If a person cannot perform these responsibilities due to their disability and no adjustment will allow them to do so, we may need to explore relocating them to a more suitable, alternative employment. Redeploying someone due to disability can qualify as a reasonable adjustment.

### **Effectiveness**

An adjustment is only reasonable if it is effective in removing the disadvantage that the person with the disability is facing. It's important to speak with the staff for their thoughts on what they believe will assist them in doing their job.

### **Disruption**

The level of business interruption caused by a change will also be a consideration as to whether an adjustment is reasonable. The majority of adjustments result in little interruption as this affects solely the individual's working style and has minimal impact on others, but if there is likely to be disruption to the service or organisation, this will need to be factored in.

### **Health and Safety**

Under health and safety law employers are responsible for managing health and safety risks in their businesses and to safeguard the wellbeing of their workers. This means their obligation is to analyse and manage risks for all of employees, not just those with disabilities.

- 4.6 We will consider the specific conditions of any changes which, in the case of a disabled employee, includes the impact of the disability and develop suitable solutions.
- 4.7 An adjustment would not be considered reasonable if it poses an unreasonable risk to the health or safety of the disabled employee, or anybody else. However, before any request for reasonable adjustments are denied on health and safety grounds, we will ensure we have all the facts and are not making assumptions about what a person with a particular disability can and cannot do.

### **Are reasonable adjustments permanent?**

- 4.8 Reasonable adjustments made in the workplace are not necessarily permanent. We will review and monitor them to ensure that any reasonable adjustments are updated over time to ensure that they remain relevant and effective in meeting the employee's needs.
- 4.9 This may be due to changes in an employee's health condition, their job role or working environment which may necessitate a review of existing adjustments.

- 4.10 In some cases we may make an adjustment intended as a temporary measure, such as a phased return to work after a period of illness or a short-term adjustment to working hours.
- 4.11 Ultimately, the aim of reasonable adjustments is to remove barriers to employment and create an inclusive and supportive working environment. As such, adjustments should be flexible and adaptable to meet the changing needs of staff over time.

## **Reasonable Adjustments & Long-Term Sick Leave**

- 4.12 Where long-term sickness absence has been identified as an issue with staff, management steps must be taken to consider - in consultation with the individual - if there are any disability-related issues involved.
- 4.13 If the employee has a disability under the Equality Act 2010, consideration will need to be given to any reasonable adjustments which would enable the employee to come back to work.

### **Can a request for reasonable adjustments be refused?**

- 4.14 We will consider requests for reasonable adjustments at work, although not obligated to agree to, or to make, the changes if they are considered unreasonable in the circumstances.
- 4.15 This means it may be justifiable and lawful to refuse a request if it can be shown the changes are not reasonable, for example, they would be prohibitively expensive or impractical to implement.

## **5. Job Candidates**

- 5.1 We will look to make reasonable adjustments to the recruitment process from job advertisements to final interview, to ensure that candidates with disabilities are not unfairly disadvantaged. This means asking candidates if they require reasonable adjustments for any part of their recruitment process.
- 5.2 If a disabled candidate has been offered a position and that offer has been accepted, we will enquire as to what reasonable adaptations that person will require to perform the job.
- 5.3 There are limitations on what will be considered reasonable during the recruitment process, but this will vary depending on the circumstances. Factors when determining whether a change is reasonable include:
- if the cost of making reasonable adjustments would be prohibitively expensive
  - if making the change would be beneficial in preventing the disadvantage
  - the practicalities of implementing the adjustments
  - the extent of any disruption caused
  - the financial or other resources

## 097.00\_Reasonable-Adjustments

- 5.4 Once a job offer has been made and accepted, we, together with the candidate, will have the opportunity to explore what changes may be necessary to eliminate or reduce any disadvantages.
- 5.5 While it is not unlawful to make a job offer conditional on a candidate passing an Occupational Health check, the offer can only be withdrawn where the individual fails to meet the condition and there are no reasonable adjustments that can be made to support them in their new employment.

## 6. Existing Employees

- 6.1 When existing staff have difficulties performing their work, are underperforming or when they have a history of frequent or long-term sick leave as a result of illness or injury, issues surrounding reasonable adjustments are more likely to surface. In these situations we will explore the root cause of any underlying difficulties or recurring capability challenges.
- 6.2 We will ensure all steps are taken first to investigate the cause of someone's poor performance or absences from work, as well as what reasonable adjustments can be made to support them going forward. This will be done with together with the member of staff and following a referral to an Occupational Health specialist.

## Record Keeping and Confidentiality

We will comply with our Data Protection and Confidentiality Policy which can be found by clicking [Here](#) or visiting our website at [www.lookahead.org.uk](http://www.lookahead.org.uk)

## Inclusion and Diversity

The Disability Networking Group were extensively involved in the review of this policy and designing out any potential for discrimination.

### Policy Sign Off and Ownership

|                            |                               |
|----------------------------|-------------------------------|
| Document Name              | 097.00_Reasonable-Adjustments |
| Version                    | 2.0                           |
| Equality Impact Assessment | See above                     |

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|---|---|
| <b>Who was consulted?</b>                               | Health & Safety Team<br>Disability Networking Group<br>HR Team  |
| <b>Approved By/Date</b>                                 | Policy Group, 26 November 2025  |
| <b>Date for Review</b>                                  | November 2028   |
| <b>Author</b>   | Director of People  |
| <b>Owner (if different)</b>                             | Executive Director of Corporate Services  |
| <b>Compliance Measures</b>                              |   |
| <b>Related Policies/Procedures</b>                      | <ul style="list-style-type: none"> <li>• Inclusion &amp; Diversity Policy</li> <li>• Menopause Policy</li> <li>• Supervision Policy</li> <li>• Grievance Policy</li> <li>• Poor Performance and Capability Policy</li> <li>• Sickness Absence Policy</li> <li>• Safer Recruitment Policy</li> </ul> |
| <b>Relevant Legislation and Regulatory Requirements</b> | Equalities Act 2010   |

| <b>Version History</b> |              |   |  |
|------------------------|--------------|---|--|
| <b>Version</b>         | <b>Date</b>  | <b>Description of Changes</b>   | <b>Author</b>  |
| 2.0                    | Nov 2025     | <ul style="list-style-type: none"> <li>• Expanded guidance on the process for managing requests for reasonable adjustments. Clarification of legal obligations.</li> <li>• Expanded section clarifying that adjustments may be temporary.</li> <li>• Explicit guidance on making adjustments for job candidates, including pre-employment checks and conditional offers.</li> </ul> | Amber Gilchrist  |
| 1.0                    | October 2021 | New Policy  | Nicole Njie<br>Director Housing &<br>Customer Services |
|                        |              |   |  |