Positive strategies for managing people with a disability or long-term health condition

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CIPD

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Our purpose

Championing better work and working lives...

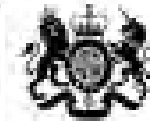...by improving practices in people and organisation development...

...for the benefit of individuals, businesses, economies and society.

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The Government's vision

The Government is committed to seeing

1 million

more disabled people in work over next 10 years

3.5 million

disabled people in work, 2017

4.5 million
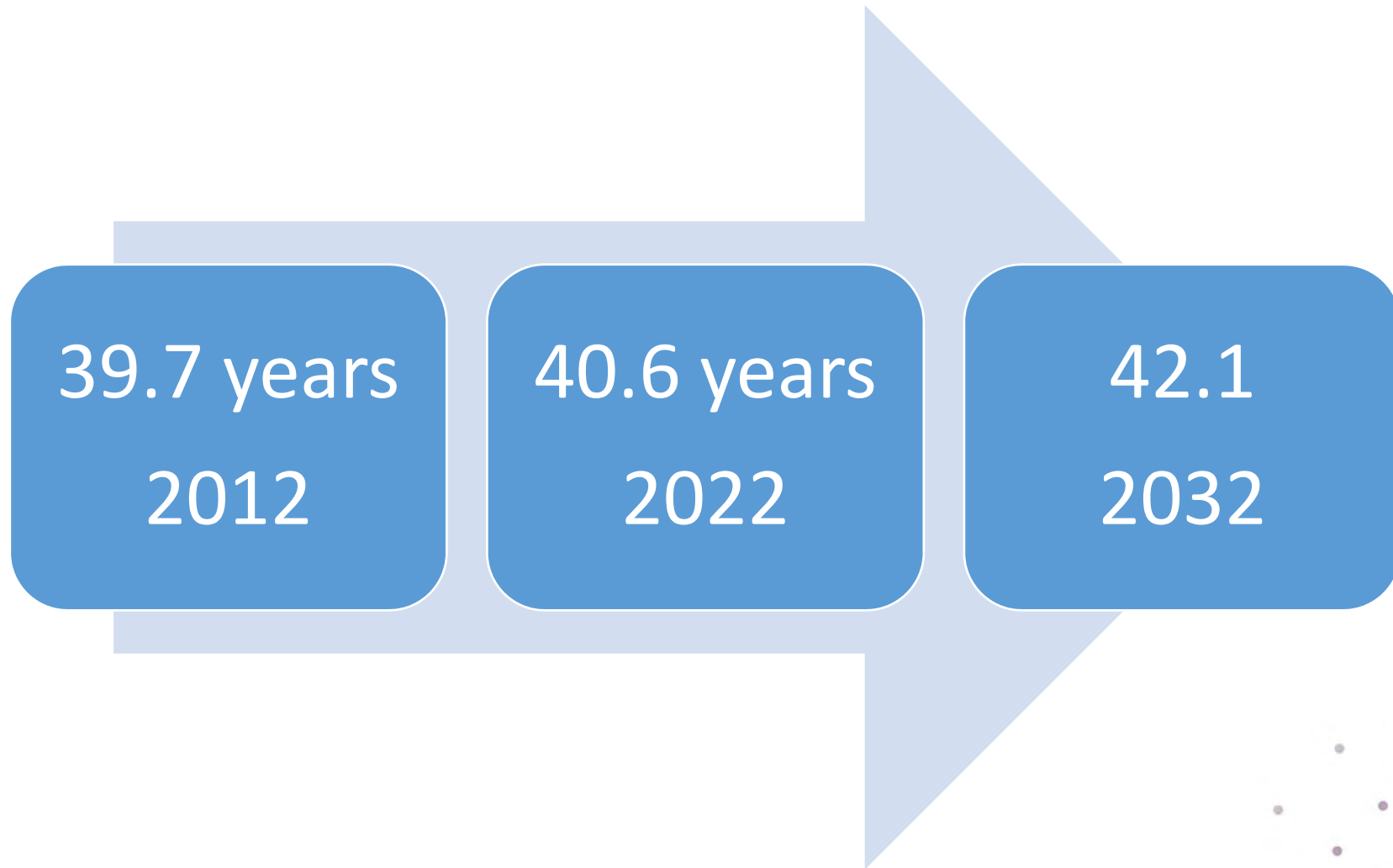
disabled people in work, 2027

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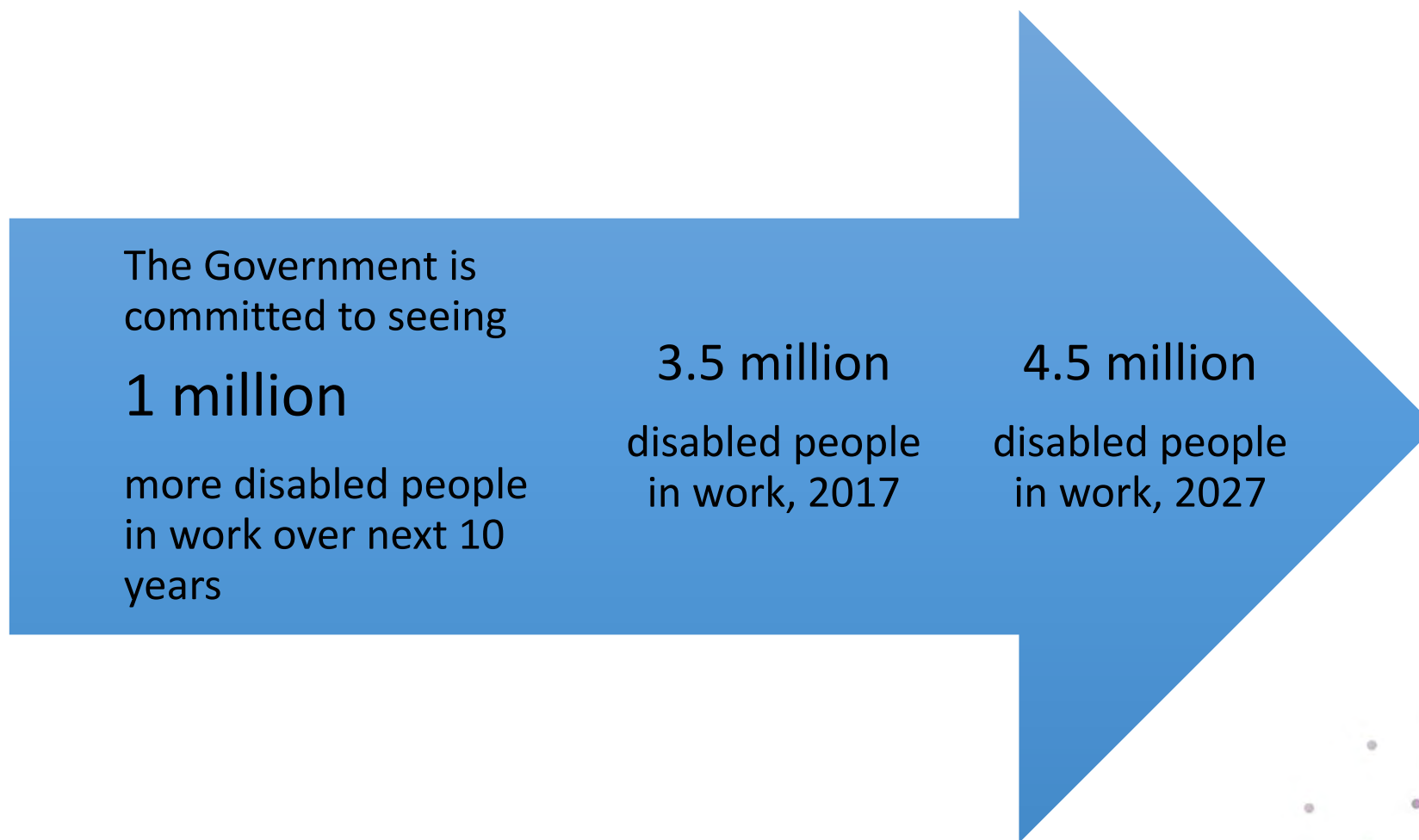
Disability has been rising…

The increase in the number of working age disabled people in the UK since 2013 taking the total to more than 7 million

over 400,000

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The population is ageing…median age of the UK population

39.7 years **2012**	**40.6 years** **2022**	**42.1** **2032**

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'*Over the course of a year, disabled people are twice as likely to move out of work, and nearly three times less likely to move into work, compared with non-disabled people.*'

Source: Improving lives Command paper

Recruitment of people with a disability/long-term health condition

8% of
employers 2013

Improving Lives
Green Paper

15% of
employers 2017

Improving Lives
Command Paper
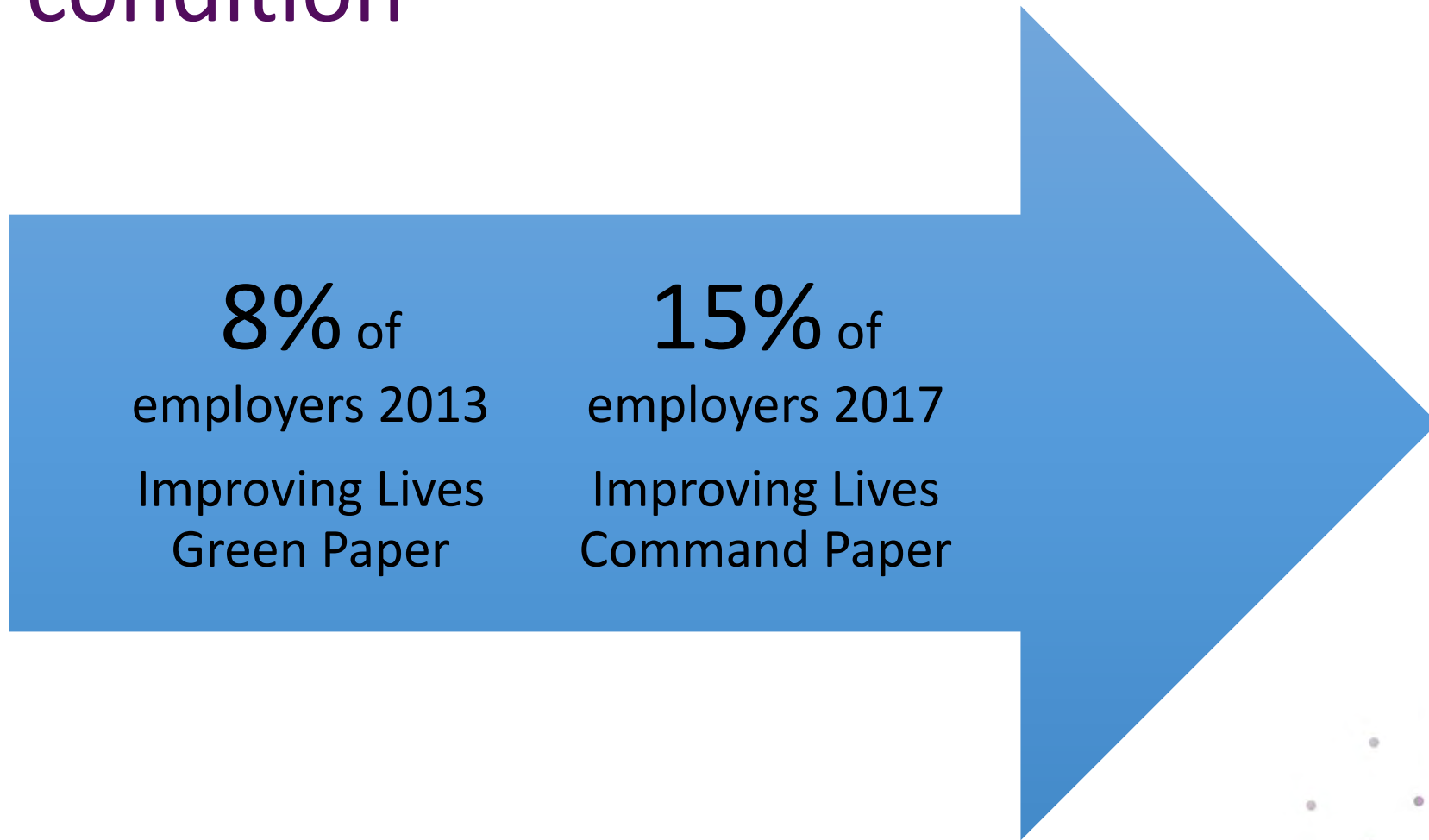
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Thriving at work

The Stevenson / Farmer review
of mental health and employers

*300,000 people with a long-term
mental health condition lose their
job each year...*

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48% of disabled people are in employment – compared with 80% of non-disabled people

= **32** percentage point gap

Even higher for people with a mental health condition

= **48** percentage point gap

Source: ONS 2016

Improving Lives Green Paper

MIND THE DISABILITY EMPLOYMENT GAP

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How can we narrow the gap?

A focus on employer actions and the role played by managers and supervisors within the workplace:

- From recruitment and retention through to managing employee ill health

- In creating healthy and inclusive workplaces where all can thrive and progress

- In creating opportunities for people who need a more flexible approach

Source: Improving Lives Command Paper
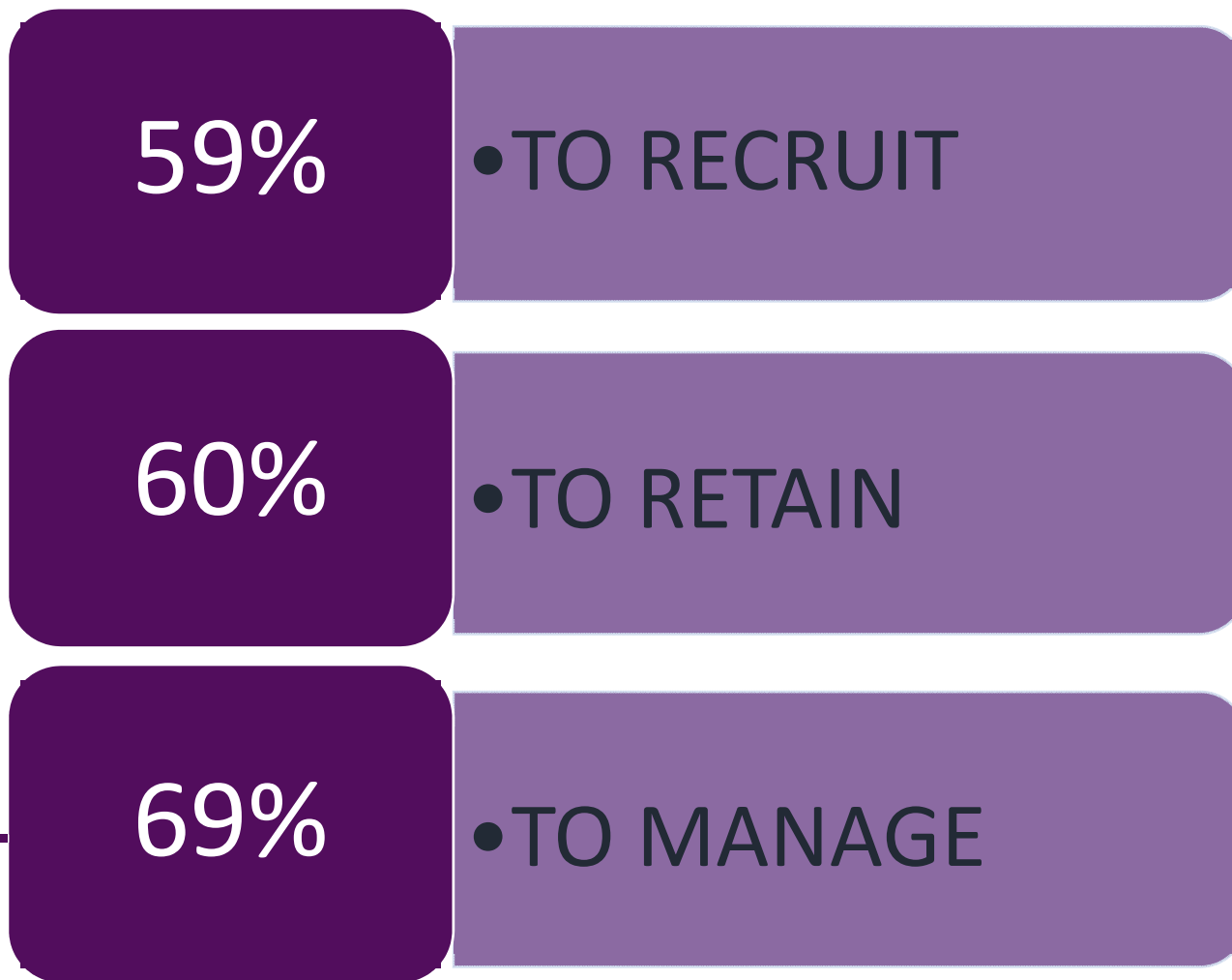
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HEALTH AND WELL-BEING AT WORK

Survey report
May 2018

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A supportive framework for people with a disability/health condition?

59% • TO RECRUIT

60% • TO RETAIN

69% • TO MANAGE

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What are the barriers?

The key challenges in managing people with a disability and/or long-term health condition (% of respondents)

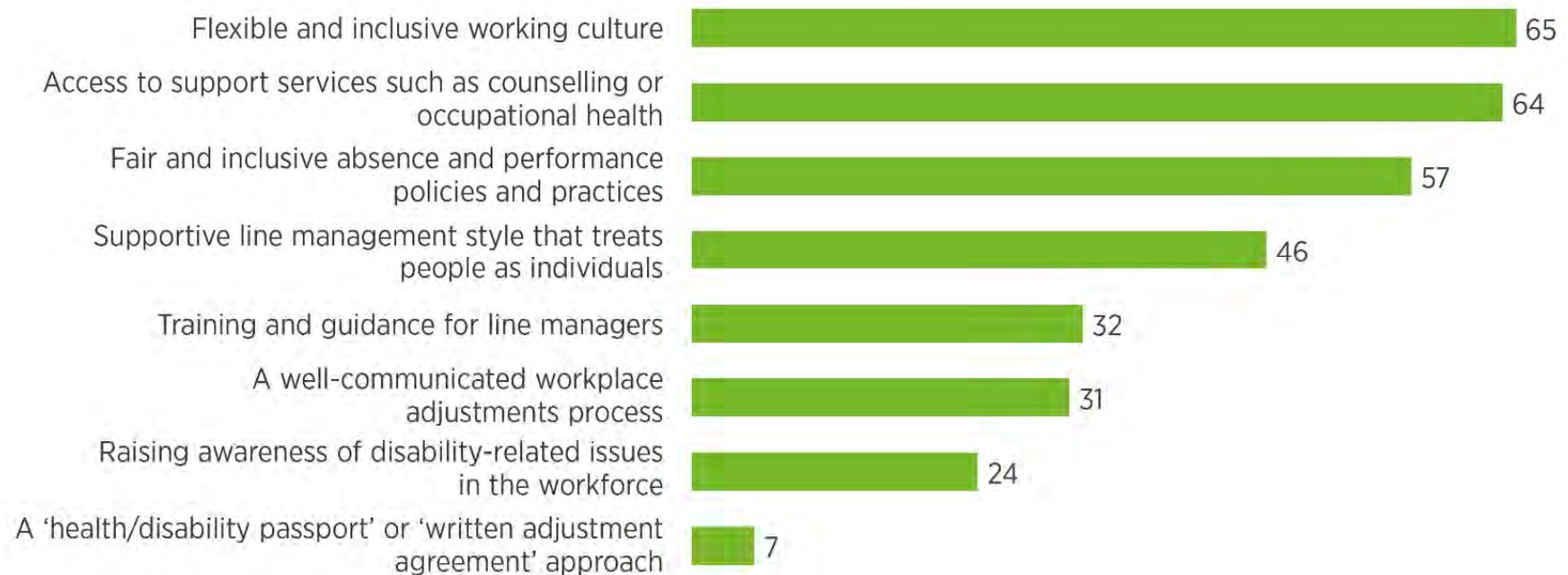| Challenge	%
Developing line manager knowledge and confidence	56
Developing an understanding about making reasonable adjustments, for example disability leave	50
Developing clear policies, training and guidance	22
Developing leadership on disability-related and/or health issues	20
Developing an inclusive culture in the organisation	19
Identifying how to access external advice on health/disability-related issues	16
None, my organisation doesn't experience any challenges	23

Base: 820

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Employer practice: positive approaches

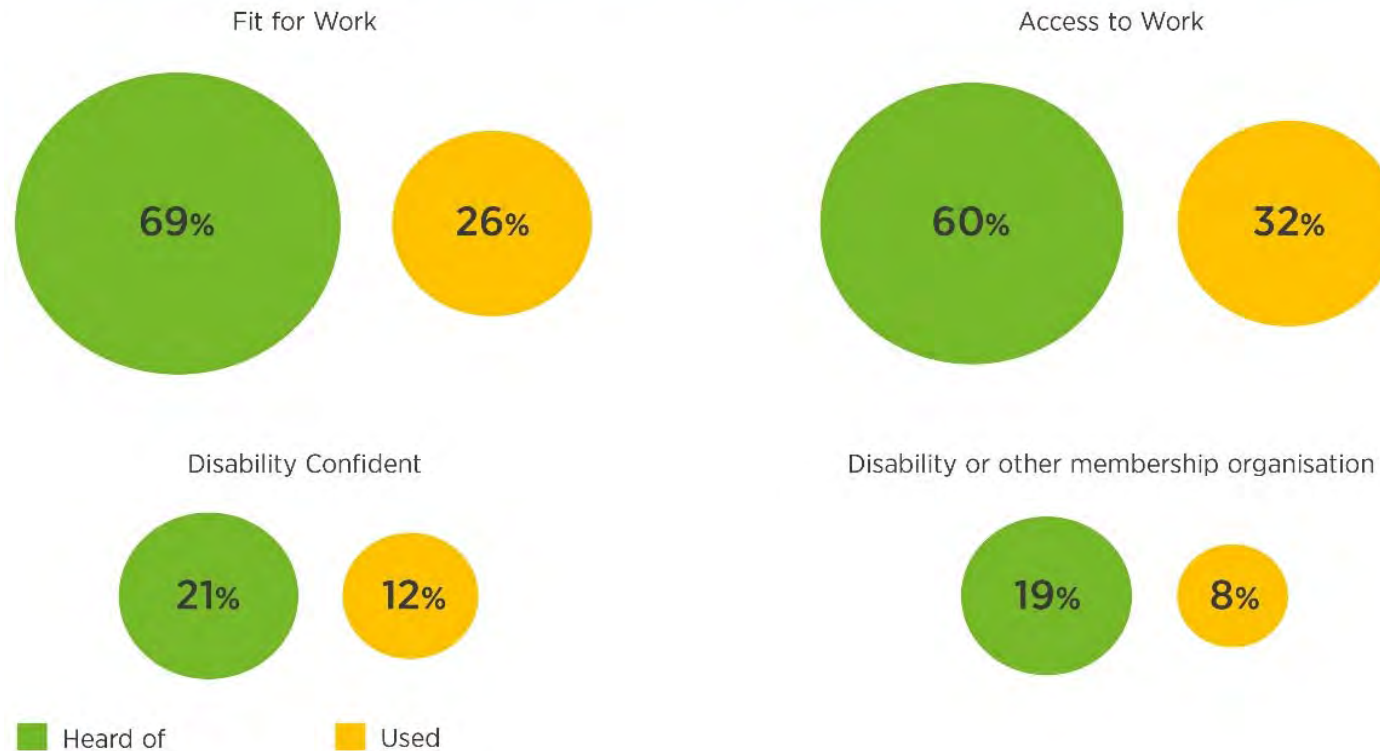**Approaches in place to manage people with a disability and/or long-term health condition (% of respondents)**

Approach	%
Flexible and inclusive working culture	65
Access to support services such as counselling or occupational health	64
Fair and inclusive absence and performance policies and practices	57
Supportive line management style that treats people as individuals	46
Training and guidance for line managers	32
A well-communicated workplace adjustments process	31
Raising awareness of disability-related issues in the workforce	24
A 'health/disability passport' or 'written adjustment agreement' approach	7

Base: 819

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Managing disability: external support and services

External schemes and support that respondents have heard of/their organisation has used

Fit for Work

69% 26%

Access to Work

60% 32%

Disability Confident

21% 12%

Disability or other membership organisation
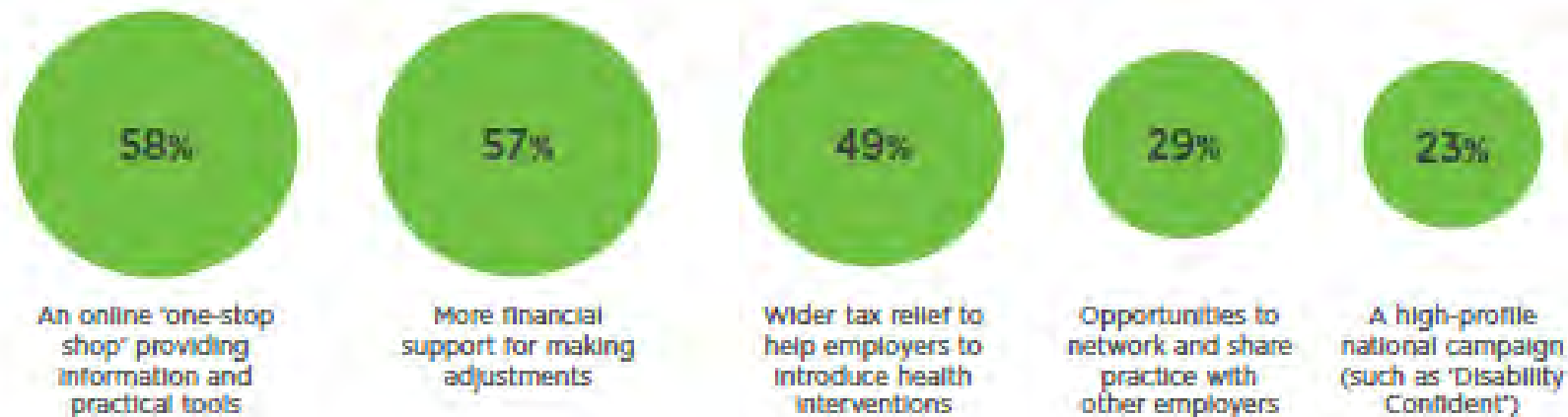
19% 8%

■ Heard of   ■ Used

Base: 798

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Managing disability and long-term health conditions: Government changes

Figure 12: Which of the following government-led changes would make the greatest difference to improving how your organisation manages people with a disability and/or a long-term health condition? Please select up to three

| 58%	57%	49%	29%	23%
An online 'one-stop shop" providing information and practical tools	More financial support for making adjustments	Wider tax relief to help employers to introduce health interventions	Opportunities to network and share practice with other employers	A high-profile national campaign (such as 'Disability Confident')

Base: 788

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'*Employers need a robust organisational framework of health and disability related policies and practices to encourage an open and inclusive culture...*'

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Line managers...
the common thread

Sensitive 121s

Flexibility & adjustments

Trust

Inclusive cultures

Policies: fair and consistent
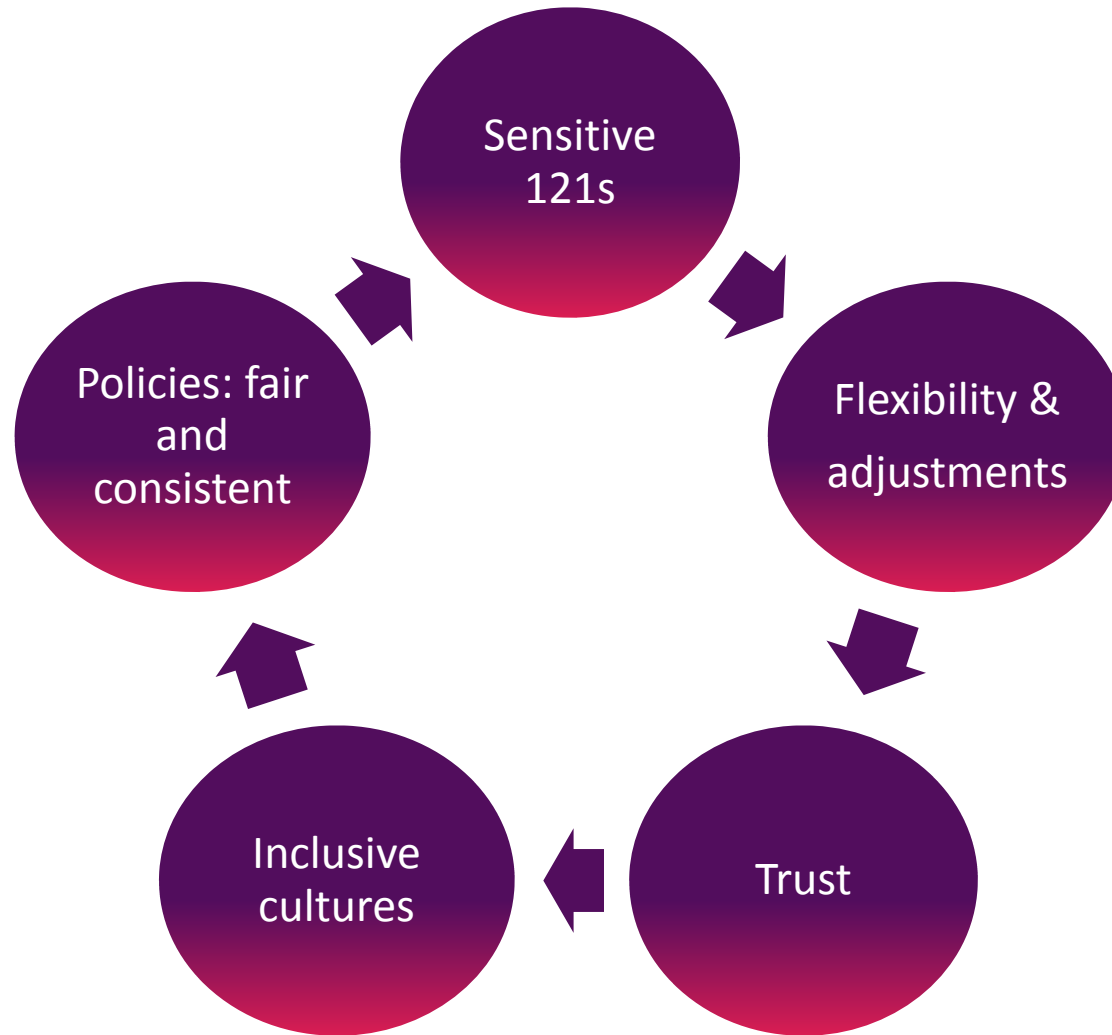
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disability
confident

Recruiting, managing
and developing people
with a disability or
health condition

A practical guide for line managers

In collaboration with:
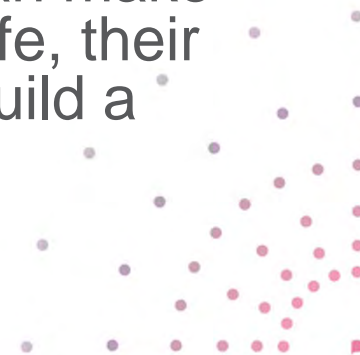
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Neurodiversity at Work Guide

- The CIPD and Uptimize have recently published a guide on neurodiversity at work

- The guide has two main aims:
  - to raise awareness of neurodiversity in the workplace among employers;
  - to inspire more employers to take steps to encourage neurodiverse job applicants, remove potential 'friction points' in the hiring process and to support their staff to achieve their potential.

- Through our case study research, it's clear that adjustments made to enable neurodivergent individuals to thrive at work frequently benefit everyone.

- Most are low-cost and easy to implement – and can make a significant difference to an individual's working life, their potential to contribute to the organisation and to build a lasting career.

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Thank you
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