



MOORE THAN ARTHRITIS | PRACTICAL TOOLKIT

Line Manager Support Toolkit

Respond consistently, respectfully and within your role.



WORKPLACE INCLUSION Practical, respectful and evidence-informed guidance for sustainable work.

Supporting People | Raising Awareness | Building Community | Living Beyond the Diagnosis

Stronger together. Beyond limits.

General workplace information - not individual medical or legal advice | Version 1.0 | August 2026



Line Manager Support Toolkit

Respond consistently, respectfully and within your role.

KEY MESSAGE A manager's role is to understand work impact, act on barriers and use the correct specialist routes - not to diagnose.

Receive Acknowledge the disclosure or request.	Listen Understand the individual work impact.	Clarify Identify tasks, timing, environment and risk.
Act Implement agreed steps without unnecessary delay.	Refer Use HR, OH, H&S or Access to Work appropriately.	Review Check effectiveness and changing need.

Scope This resource offers general workplace information. It cannot determine whether a person is legally disabled or what is reasonable in a specific case.



RECOGNISE THE BARRIERS

What can make workplace inclusion harder

Look beyond diagnosis labels to the interaction between the person, the role, the environment and workplace systems.

Avoidance The manager delays because they feel uncertain.	Overpromising Changes are agreed without authority or resources.	Medical advice The manager strays beyond competence.
Confidentiality breach The team receives diagnosis details.	Fairness myth Equality is confused with identical treatment.	Poor documentation Decisions and reasons are not recorded.

AVOID ASSUMPTIONS Individual experience, role demands and effective support vary.



Actions that may reduce disadvantage

Use a person-centred discussion and competent advice where needed. Adjustments should be effective, proportionate and reviewable.

Use the conversation guide Prepare open, functional questions.	Know escalation routes Understand organisational policy.	Take interim action Reduce immediate disadvantage where possible.
Record decisions Include reasons, owners and review.	Communicate carefully Share practical information only with agreement or necessity.	Reflect on system barriers Improve work design for others too.

Confidentiality Agree what information may be shared, with whom and for what practical purpose. Health information requires particular protection.



From first conversation to review

A consistent process improves trust, accountability and the chance that support works in practice.

1. Acknowledge and arrange a private meeting
2. Explore impact and priorities
3. Identify immediate and longer-term options
4. Use specialist routes where needed
5. Record and implement
6. Review and learn

Questions for the conversation

- What work outcome matters most?
- Which task, practice or environment creates the barrier?
- What has helped or made things harder before?
- Which options should be tried or assessed?
- Who will act, by when, and when will we review?

Keep it practical Record the decision, reason, action owner, target date, confidentiality agreement and review point.



Use this page to prepare or record action

Complete only the fields that are relevant. Keep personal health information secure and share it only through appropriate routes.

1. Immediate concern or risk:

2. Employee priority:

3. Adjustment options:

4. Specialist referral needed:

5. Decision owner/date:

6. Review and confidentiality agreement:

Action record Decision: _____ Owner: _____ Target date: _____

Review date: _____ Measure of success: _____



Use the right route for the issue

Workplace inclusion can involve equality law, employment rights, health and safety, data protection, HR policy and medical care. One conversation may not resolve every part.

Important Seek timely HR, legal or health-and-safety advice where capability, discipline, redundancy, dismissal, serious risk or complex equality issues arise.

Appropriate next steps may include

- Review the adjustment or work plan with the employee and manager
- Use HR, occupational health, health and safety or Access to Work where appropriate
- Seek medical advice for new, severe or worsening health symptoms
- Use a union, Acas, Citizens Advice or independent legal advice for employment concerns
- Call 999 for a life-threatening emergency or use NHS 111 for urgent medical help that is not an emergency

Jurisdiction Equality Act 2010 information in this resource applies to England, Scotland and Wales. Northern Ireland has separate disability-discrimination legislation and support routes.



Trusted workplace information

Use current primary guidance and obtain professional advice for the facts of an individual case.

[1] **Acas - Supporting disabled people at work.** Inclusive conversations, language and confidentiality. [Open source](#)

[2] **Acas - Reasonable adjustments.** Making, discussing, recording and reviewing adjustments. [Open source](#)

[3] **HSE - Employers duties and adjustments.** Workplace safety and disability adjustments. [Open source](#)

[4] **ICO - Workers health information.** Protecting special-category health data. [Open source](#)

[5] **Acas - Occupational health assessments.** Consent, confidentiality and assessment. [Open source](#)

[6] **GOV.UK - Reasonable adjustments.** Duties and practical examples for disabled workers. [Open source](#)

Evidence checked: 21 August 2026. Review sooner if UK employment, equality, health or data-protection guidance changes.

Related Moore Than Arthritis workplace resources

- Talking to Your Employer About Arthritis
- Reasonable Adjustments in Practice
- Managing Pain, Fatigue and Flare-Ups at Work
- Line Manager Support Toolkit
- Workplace Accessibility Self-Assessment Toolkit

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Disclaimer This resource provides general educational information and is not medical, occupational-health, employment or legal advice. Moore Than Arthritis does not determine disability status, employment rights or the reasonableness of an adjustment. Obtain advice from an appropriately qualified professional about individual circumstances.

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