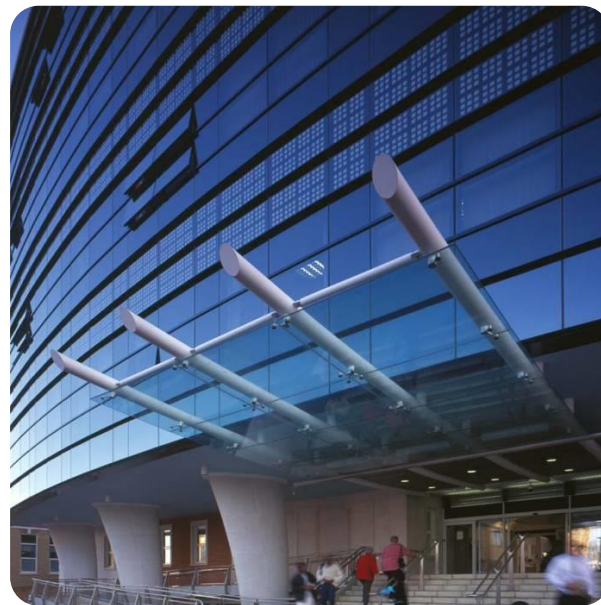


Workforce Disability Equality Standard 2022 / 2023

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KING'S HEALTH PARTNERS

Item	Slides
Introduction & contents	1-2
WDES metrics: summary	3 - 5
WDES metrics: performance & insights	6-17

BETTER

Metric 2: Recruitment

Applicants without Disabilities being appointed from shortlisting is now 1.25 times more likely when compared to Disabled applicants, an improvement of 0.18.

Metric 4c: Bullying, harassment and abuse from colleagues

We have improved in this Staff Survey 2022 related metric by 2.6%, and progressed toward our target to meet 29.3%, and bucked the London region trend, which has worsened by 0.3%.

Metric 5: Equal opportunities for promotion and development

We have improved in this metric by 3.8%, progressing towards the London average of 51.4% which remained the same.

WORSE

Metric 3: Capability

The likelihood has worsened by 0.85. The reporting mechanism for this metric was amended in 2021 and is reported across a 2 year average. This year's data gives a more accurate relative likelihood following the pandemic period where there were much fewer cases. We are awaiting external benchmarking data for this indicator.

Metric 7: staff satisfaction

This staff survey related metric has worsened by 1%, mirroring the declining London trend, currently at 32.5%. The disparity in experiences between disabled and non-disabled respondents has marginally decreased and stands at 11%.

Metric 8: Reasonable Adjustments

This metric has worsened by 3.1%, closely linked to presenteeism and our worsening results for flexible working overall. This contrasts with the London trend which, despite a sharp decline in our previous year's data in line with post-pandemic flexible working arrangements, has now improved by 4.2%.

Marginal Change

Metric 1: Representation

Disability representation has increased by 0.26% overall, including clinical bands 8c to VSCM from 0% to 1%. There still exists a large gap between the disclosure rates of disabled staff on ESR and respondents of the staff survey, of which 16.8% identified as having a long term health condition.

Metric 4a: Bullying, harassment and abuse from patients / service users

Our marginal worsening performance of 0.2% mirrors the London region trend, which aligns to the return of patients, relatives and members of the public to hospital sites following the pandemic.

Metric 4b: Bullying, harassment and abuse from Managers

A worsening of 0.3% of this metric further increases the disparity in experiences between disabled and non-disabled respondents to 10.1%. This contrasts the London trend, which has improved by 0.9% for respondents with long term health conditions. We have however seen no improvement in responses from non-disabled staff despite increased respondents overall.

Metric 4d: Reporting Bullying, Harassment and Abuse

This Staff Survey 2022 related metric has seen a worsening of 0.5% for disabled respondents, whilst there has been a 6.6% improvement in non-disabled responses. Our disabled responses go against the London trend which has improved by 1.4%

Metric 6: Presenteeism

There has been a marginal worsening 0.1% of this staff survey 2022 related metric for disabled staff. This contrasts the London trend, which has improved by 2.2% for disabled respondents and non-disabled respondents by 2.9%.

Metric 9: Engagement

There has been no change in this metric despite increased number of respondents overall. This mirrors the static London data.

Metric 10: Percentage difference between the organisation's board voting membership and its overall workforce

Whilst the percentage difference has marginally worsened by 0.16%, representation has increased for the voting board and overall workforce. We are awaiting external benchmarking data for this indicator.

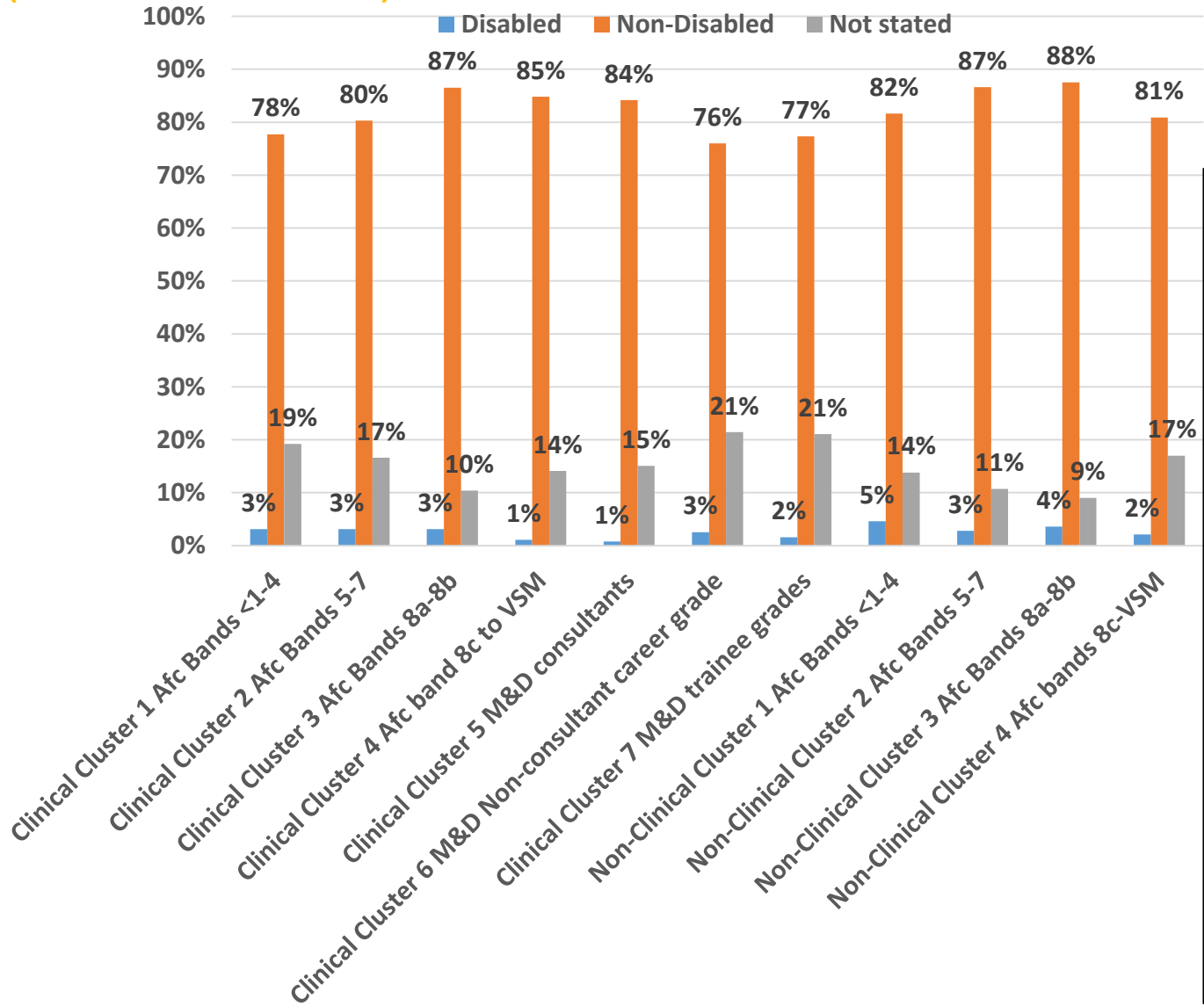
WDES Indicators Summary

	Indicator	2021/2022	2022/2023	Status
1	Workforce representation	2.66%	2.92%	+0.26% Marginally Better
2	Relative likelihood of disabled applicants being appointed from shortlisting compared to non-disabled applicants	1.43	1.25	-0.18 Better
3	Relative likelihood of people with Disabilities entering the formal capability process compared to people without Disabilities	0.77	1.85	1.08 Worse
4a	Disabled staff experiencing harassment, bullying or abuse from patients.	40.5%	40.7%	+0.2% Marginally Worse
4b	Disabled staff experiencing harassment, bullying or abuse from managers	23.2%	23.5%	+0.3% Marginally Worse
4c	Disabled staff experiencing harassment, bullying or abuse from other colleagues	33.7%	33.1%	+2.6% Better
4d	Disabled staff reporting bullying & harassment incidents	47.5%	47%	+0.5% Marginally Worse
5	Disabled staff staff believing King's provides equal opportunities for career progression or promotion	40.5%	44.3%	+3.8% Better
6	Disabled staff feeling pressure from their manager to come to work, despite not feeling well enough to perform their duties	35.2%	35.3%	+0.1% Marginally Worse
7	Disabled staff satisfied with the extent to which their organisation values their work	30.2%	29.2%	-1% Worse
8	Disabled staff saying their employer has made adequate adjustments to enable them to carry out their work	64.2%	61.1%	-3.1% Worse
9	Staff engagement score for Disabled staff	6.2	6.2	No Change
10	Percentage difference between King's voting board membership and it's overall workforce	3.59%	3.75%	0.16% Marginally Worse

WDES 1: Representation

Percentage of people with Disabilities by grade compared to the percentage of people without Disabilities in the overall workforce
(MARGINALLY BETTER.)

Year	Disabled	Non-disabled	Not Stated
2022	2.66%	81.94%	15.40%
2023	2.92%	80.9%	16.2%
Variance	0.26%	1.04%	0.8%



Disability representation has **increased** by 0.26% overall, and specifically at :

- ✓ Clinical cluster 3 from 2% to 3%
- ✓ Clinical Cluster 4 from 0% to 1%
- ✓ Clinical Cluster 7 from 1% to 2%
- ✓ Non-clinical Cluster 1 from 4% to 5%
- ✓ Non-clinical Cluster 3 from 3% to 4%

Disability representation has **decreased** at:

- ❖ Non-clinical Cluster 4 from 3% to 2%

Actions taken

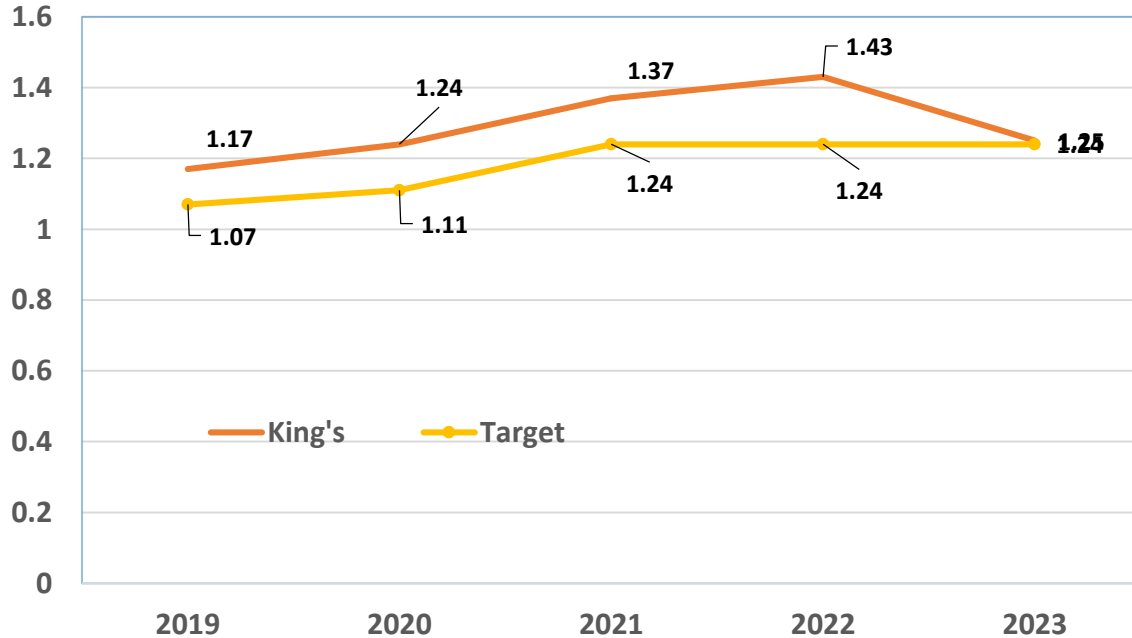
- Piloted Reasonable Adjustments Plan through staff disability network, officially launched in April 2023.
- Coordinated activity and engagement for Disability related inclusion events, including campaigns to share disability status and it's importance.
- Socialised the EDI diversity dashboard amongst care groups ensuring staff are aware of why sharing disability status on ESR is important.

Actions planned

- Embed disability status disclosure in workforce processes (incl. calibre program, centralised budget procurement.)
- Reduce unknown disability status on ESR from 16.2% to 10% through targeted care group action plans increasing psychological safety and improving communications.
- Continue to promote disability ESR Status campaigns

WDES Metric 2: Recruitment

Relative likelihood of applicants without Disabilities being appointed from shortlisting compared to Disabled applicants. (BETTER)



	Disabled staff	Non-Disabled staff	Not Stated	Grand Total
Shortlisted	861	13771	1256	15888
Appointed	105	2102	688	2895
Relative likelihood of appointment from shortlisting	12.19%	15.26%	54.77%	18.22%

Data insights

- We have improved by 0.18 in relation to this metric, calculated from King's recruitment software Trac.
- The relative likelihood of appointment for Disabled applicants from shortlisting has increased by 3.33%.
- The likelihood of appointment of shortlisted applicants not sharing their disability status has increased by 24.83% and may include disabled applicants.

Actions taken

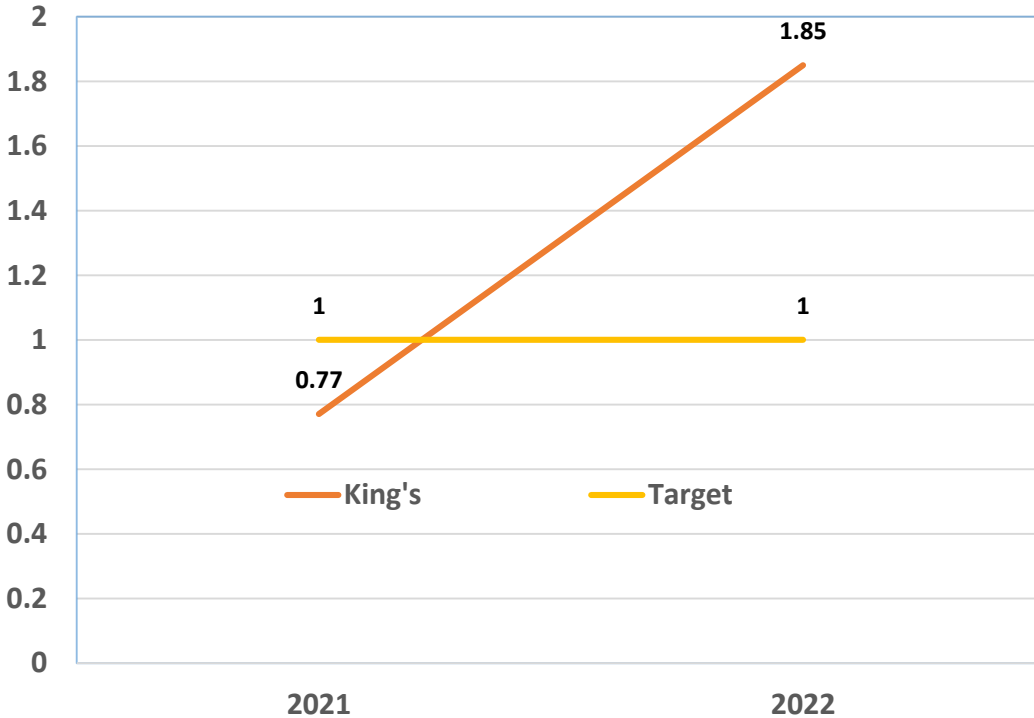
- Launched inclusive recruitment training, delivered to more than 600 colleagues.
- 26 recommendations established via an external recruitment audit, of which 2 are complete and 8 ongoing. (The remaining 16 recommendations are long-term goals).
- King's has hosted Project Search two years in a row, with this year seeing the project hosted at PRUH. 5 out of 7 interns with autism and learning disabilities offered full time employment at PRUH.

Actions planned

- Create a targeted action plan in line with the Widening Participation agenda to enhance pathways into employment at King's; increasing employment for people with Disabilities and Neurodiversities including Project search.
- Complete the ongoing disability/neurodiversity recruitment audit actions.
- Include specific disability and reasonable adjustments section within inclusive recruitment training.
- Apply for and achieve Disability Level 3 Leader Status

WDES Metric 3: Capability

Relative likelihood of people with Disabilities entering the formal capability process compared to people without Disabilities. **(WORSE)**



Average number of staff entering the formal capability process over the last 2 years	Disabled staff	Non-Disabled staff	Not Stated	Grand Total
	1.5	22.5	6	30

Data insights

We have worsened by 0.85 in relation to this metric:

- The reporting mechanism for this metric was amended in 2021 and is reported across a 2 year average. This year's data gives a more accurate relative likelihood following the pandemic period where there were much fewer cases, demonstrating disabled staff are nearly twice as likely to enter the formal capability process.
- The number of staff entering the capability process that have not stated their disability status remains over 3 times higher, and could also contain staff with disabilities that have not shared.

Actions taken

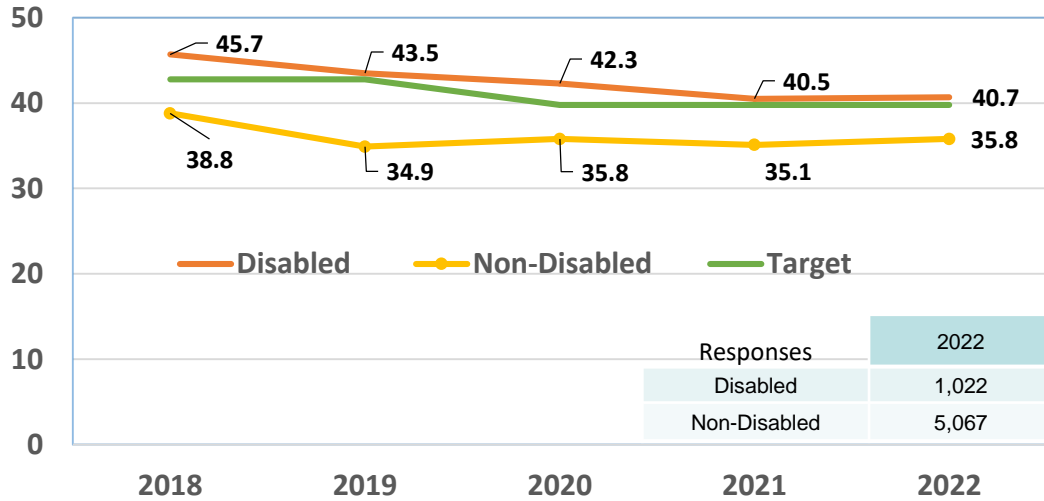
Launched King's Reasonable Adjustments Plan, a framework designed to promote proactive conversations about reasonable adjustments between line manager and disabled staff.

Actions planned

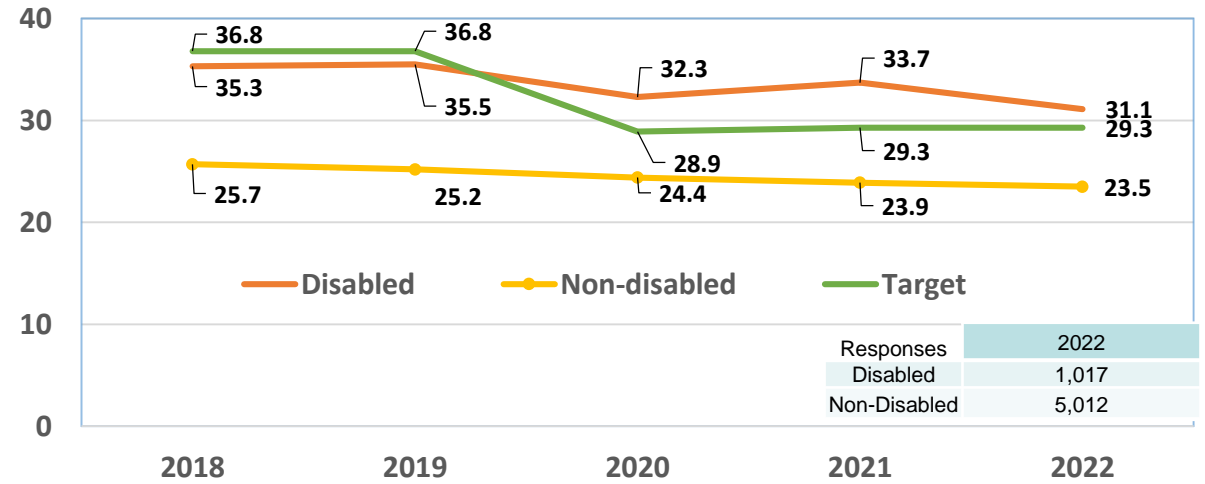
- Launch Reasonable Adjustment policy to embed clear process and accountability for the implementation of adjustments for staff.
- Launch a centralised procurement budget
- Launch reasonable adjustments training, achieving a goal of 100 line managers and people directorate staff trained within the first year.

WDES Metric's 4a,4b,4c,4d: Bullying and Harassment

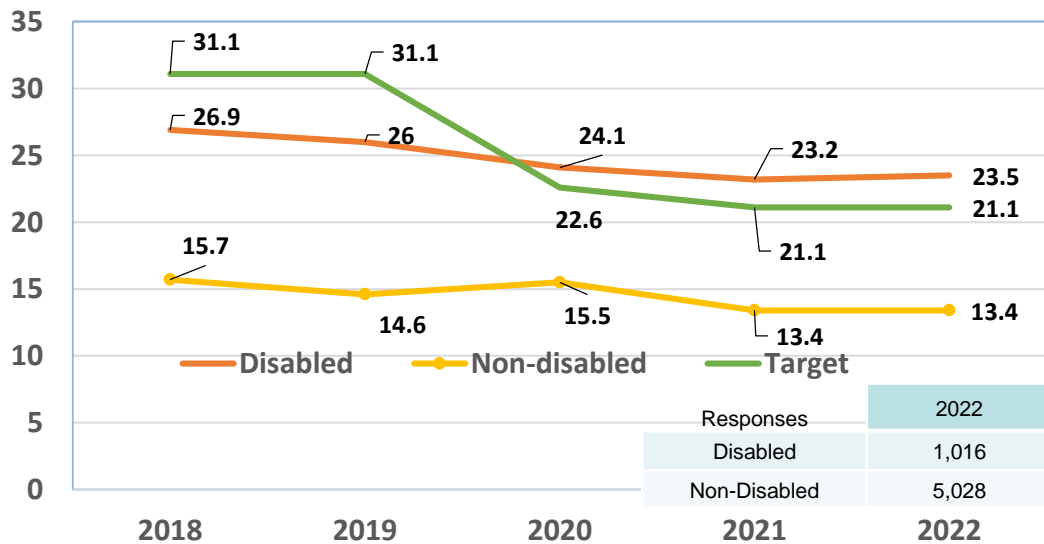
Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from patients. (MARGINALLY WORSE)



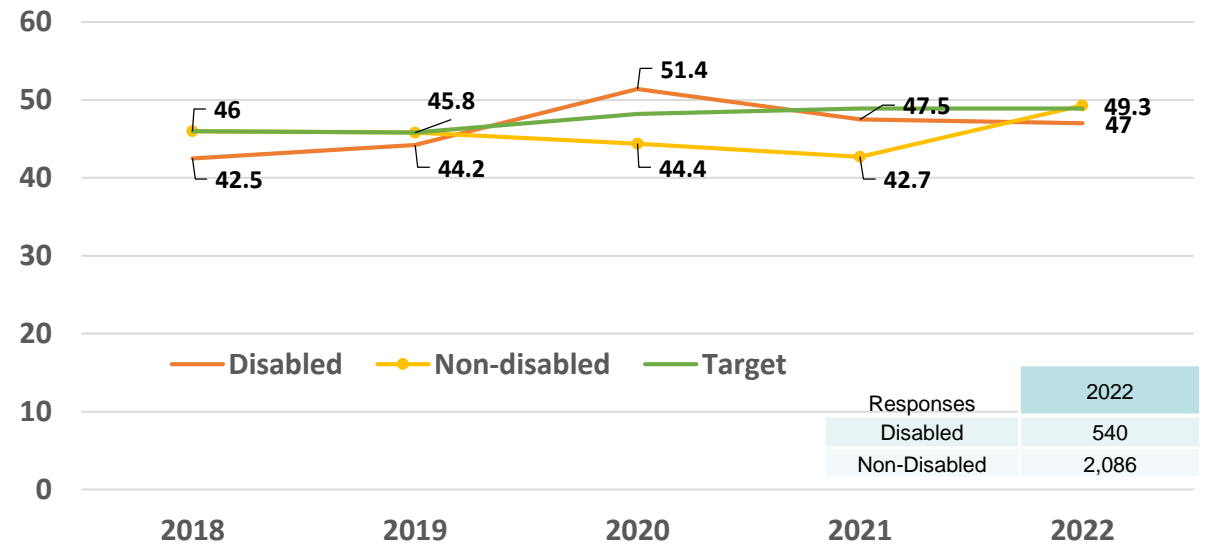
Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from colleagues. (BETTER)



Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from managers. (MARGINALLY WORSE)



Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it. (MARGINALLY WORSE)



WDES Metric's 4a,4b,4c,4d: Bullying and Harassment

Data insights

- Marginal worsening across three out of four metrics
- The disparity in experiences of B&H managers from between disabled and non-disabled respondents has therefore increased and stands 10.1%
- Metric 4c (Colleagues) has improved by 2.6% toward our target to meet 29.3%.
- There were only 540 disabled staff responses to metric 4d in comparison to each other question in metric 4 which each saw responses over 1000.

Actions taken

1,550 members of staff have completed Active Bystander training, which equips and empowers staff to challenge inappropriate behaviour. We have also:

- Increased availability of conflict resolution training
- Increased availability of staff psychology and health and well-being support
- Provided Education around reporting of incidents and encouragement to report to the police

Launched King's Ambassador scheme, which currently include 58 colleagues who role model our values and provide objective advice/support on topics such as: inclusion, health and well-being and freedom to speak up.

Coordinated activity and engagement for Inclusion events including Disability History November-December 2022, which saw 230 staff attendees across events and a 9% increase in staff network membership.

Almost 100 online on-demand disability video based training sessions have been completed including Disability Confidence, Neurodiversity: an Introduction and Disabled Adventures in Customer Service.

Renewed a 2-year membership with the Business Disability Forum.

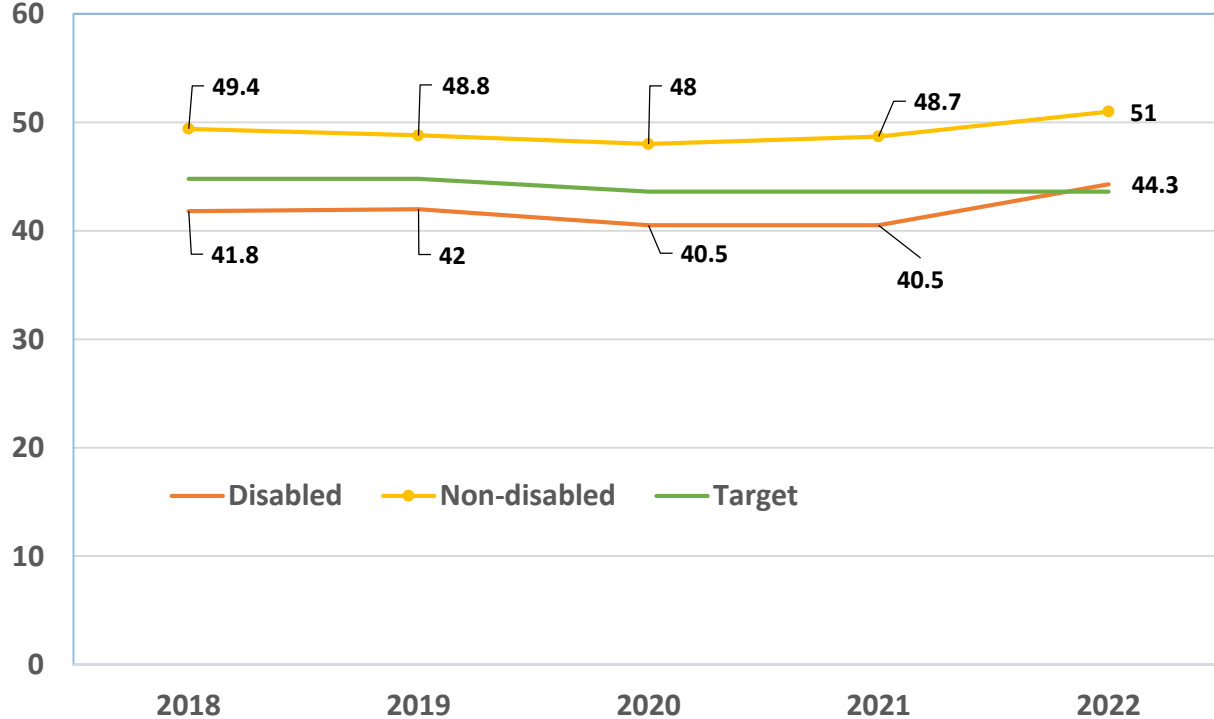
Actions planned

- Rolling out Active Bystander "part 2" training
- Develop new communications campaign (learning from companies such as TFL)
- Launch specific guidance around managing hate-motivated incidents in new Supporting Positive Behaviour Policy
- Launch Reasonable Adjustment policy to embed clear process and accountability for the implementation of adjustments for staff.
- Launch a centralised procurement budget for adjustments
- Launch reasonable adjustments training, achieving a goal of 100 line managers and people directorate staff trained within the first year.
- Socialise the Business Disability Forum membership offer trust wide.
- Launch an EDI toolkit with disability related content.
- Increase the number of staff completing the on demand SkillsBoosters disability training on LEAP and achieve 100 course completion for neurodiversity specific training.
- Increase the number and diversity of King's Ambassador's, ensuring they have received disability confident training, and deliver an EDI forum for all King's Ambassadors to ensure they have the knowledge to support colleagues who experience bullying/harassment.
- Increase profile (and membership) of staff disability network as a safe space forum.

WDES Metric 5: Career Progression

Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression and promotion.

(BETTER)



Data insights

We have improved in this Staff Survey 2022 related metric by 3.8%, progressing towards the London average of 51.4% which remained the same.

Actions taken

The Learning and Development team commenced work on all e-learning courses to ensure that they have appropriate subtitling and meet necessary accessibility requirements.

Actions planned

Develop a talent management programme for King's.

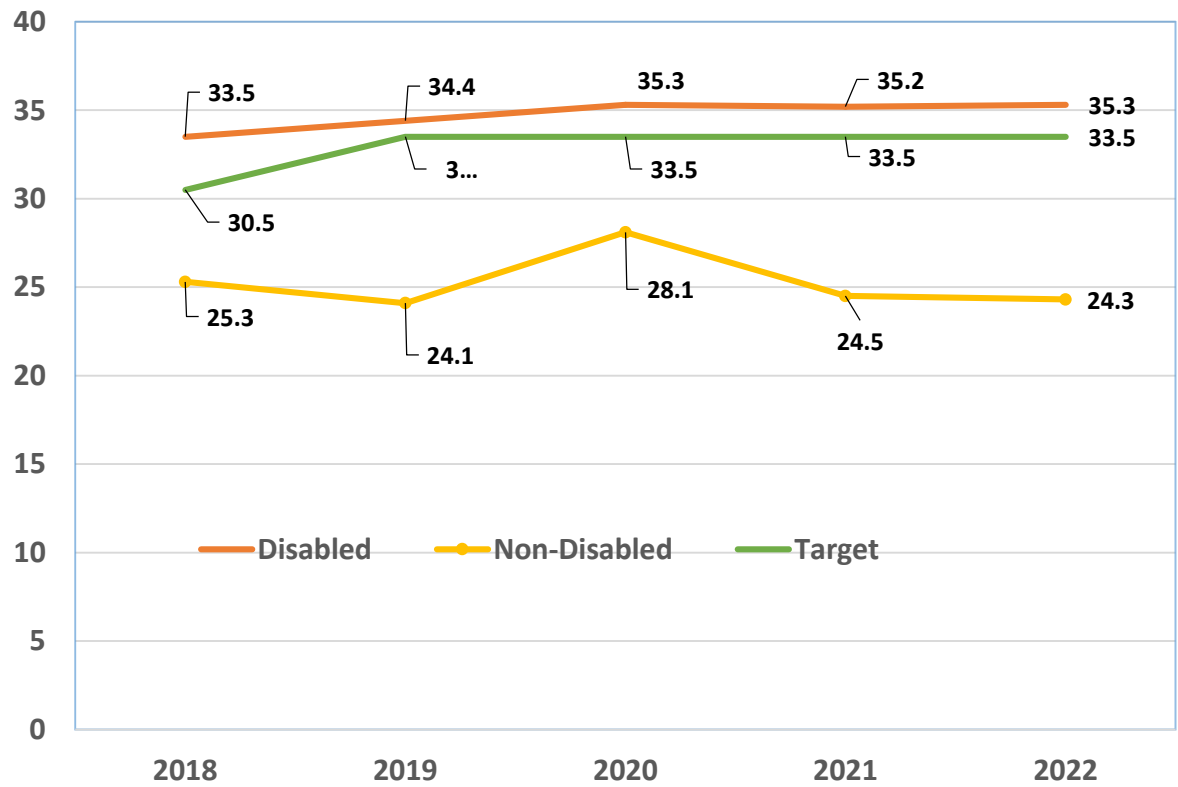
Launch Calibre Disability Leadership Programme at King's.

Engage with care groups underperforming the most in relation to disability and career progression and create targeted action plans to address inequality.

Responses	2018	2019	2020	2021	2022
Disabled	584	584	792	873	1,020
Non-Disabled	3,696	4,128	4,128	4,045	5,079

WDES 6: Presenteeism

Percentage of Disabled staff compared to non-disabled staff saying they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties. **(MARGINALLY WORSE)**



Responses	2018	2019	2020	2021	2022
Disabled	469	465	547	654	800
Non-Disabled	2,217	2,395	1,975	2,196	2,954

Data insights

- We have marginally worsened in this Staff Survey 2022 related metric by 0.1%.
- Contrast to non-disabled trend
- The disparity in experiences between disabled and non-disabled respondents has therefore increased and stands at 11%

Actions taken

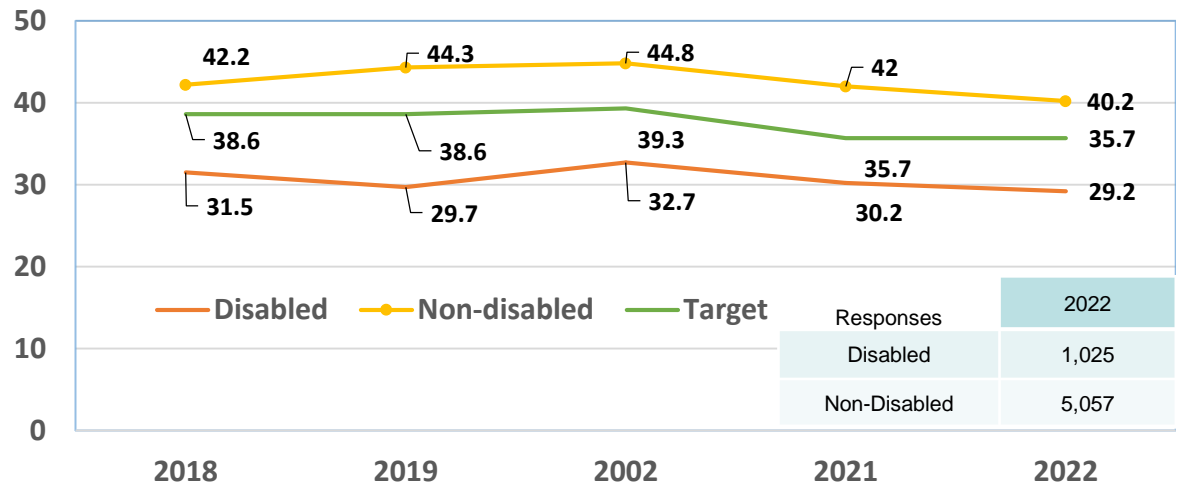
- Launch of King's Reasonable Adjustments Plan, a framework designed to promote proactive conversations about reasonable adjustments between line manager and disabled staff member.
- Creation and consultation of a Menopause policy, due to be launched in 2023.
- In person wellbeing festivals launched to promote current wellbeing offer including the Reasonable Adjustments Plan.

Actions planned

- Launch Reasonable Adjustment policy to embed clear process and accountability for the implementation of adjustments for staff.
- Launch a centralised procurement budget enabling staff to receive their adjustments efficiently and quickly.
- Launch reasonable adjustments training, achieving a goal of 100 line managers and people directorate staff trained within the first year.
- Continue engagement with lowest performing care groups in relation to reasonable adjustments.

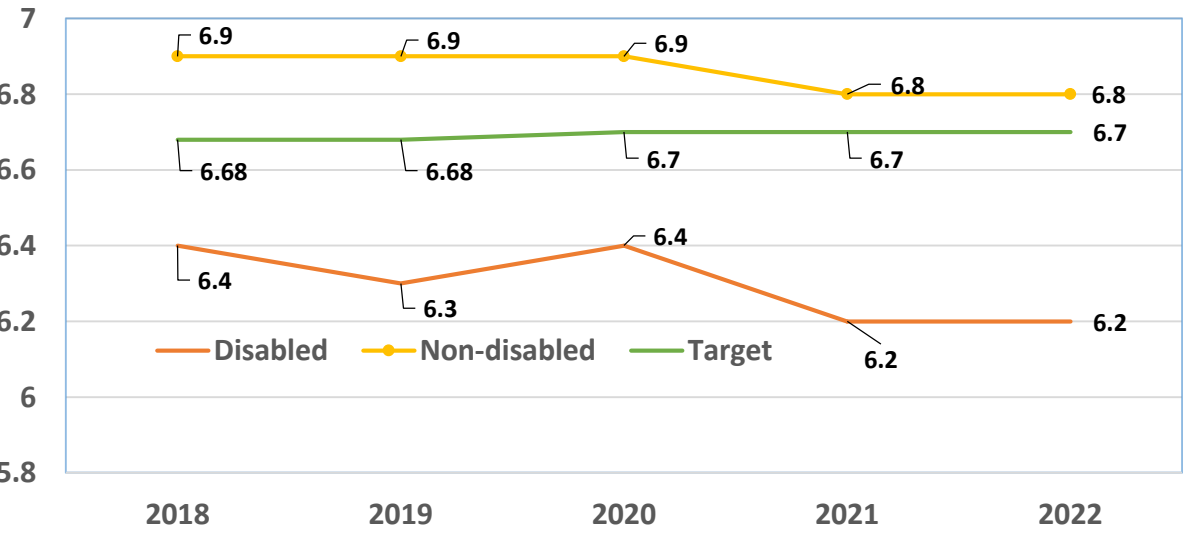
WDES 7: Staff Satisfaction | WDES 9: Engagement

7. Percentage of Disabled staff compared to non-disabled staff saying they are satisfied with the extent to which their organisation values their work. (WORSE)



Responses	2022
Disabled	1,025
Non-Disabled	5,057

9. Staff engagement score for Disabled staff (NO CHANGE)



Data insights

Metric 7

Worsening of 1%, mirroring the declining London trend, currently at 32.5%. The disparity in experiences between disabled and non-disabled respondents has marginally decreased and stands at 11%.

Metric 9

Despite the engagement difference remaining between disabled and non-disabled staff at 0.6 we have seen a consistent increase in number of disabled respondents to the staff survey since 2018 totalling 1,029 in 2022, in contrast to 875 in the previous year. We mirror the static London trend, currently 6.4.

Actions taken

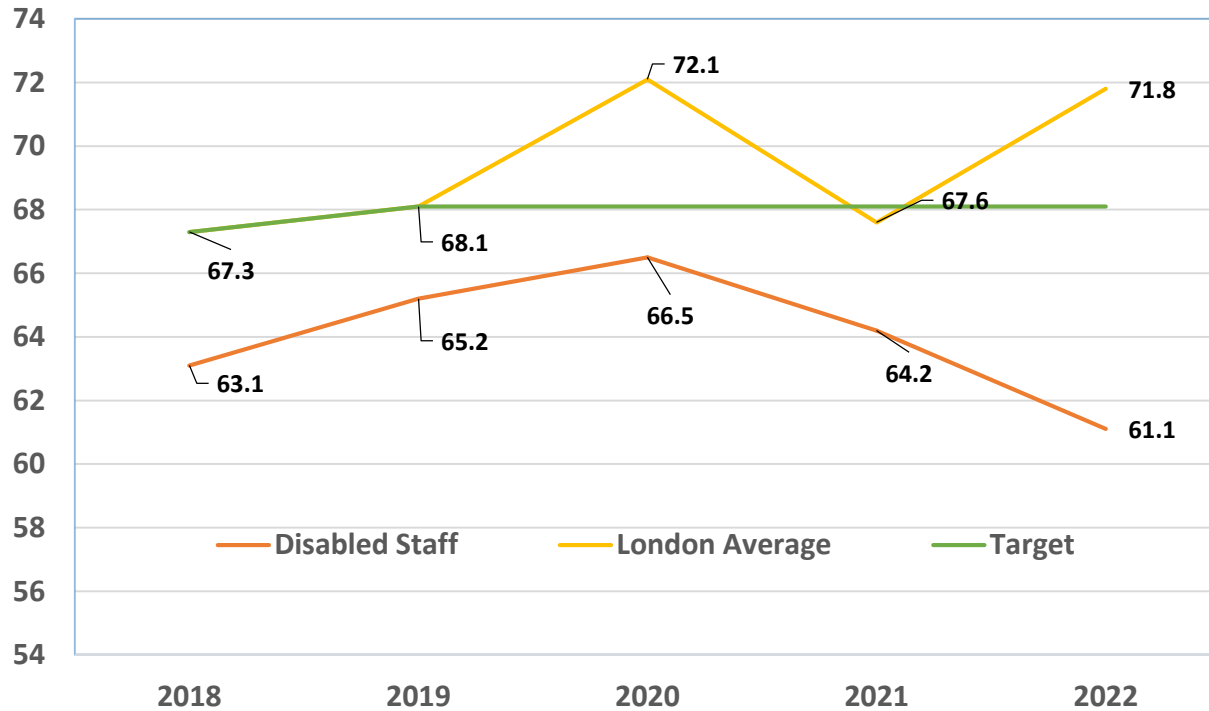
- Supported King's Able Staff Disability network to achieve its objectives, grow membership and create a strong disability staff network steering group with defined roles and responsibilities.
- Embedded model of remuneration or protected time in staff network framework agreement for Chairs and Co-chairs of Staff Networks.
- Coordinated activity and engagement for Disability related inclusion events, including Autism Awareness week, Disability History Month 2022, and International Day of Disabilities.
- 300 colleagues attended an online session on how to complete an Equality Risk Assessment Framework (ERAF) and 28 new ERAF's have been completed with EDI team consultation.

Actions planned

- Socialise disability offer (Reasonable Adjustments Plan, Business Disability Forum membership, skills boosters and reciprocal mentoring programme.)
- Support King's Able Staff Network in annual objectives
- Continue to promote and celebrate inclusion events in relation to disability
- Continue EDI partnering engagement with care groups
- Celebrate Disabled staff achievement as part of King's Stars Awards

WDES 8: Reasonable Adjustments

Percentage of Disabled staff saying their employer has made adequate adjustments to enable them to carry out their work. **(WORSE)**



Responses	2018	2019	2020	2021	2022
Disabled	331	356	508	528	614

Data insights

We have worsened in this Staff Survey 2022 related metric by 3.1%. Only 614 respondents for this survey, not a whole representation of all disabled staff that responded to survey. This is in contrast to the London average which has seen an increase of 4.2%

Actions taken

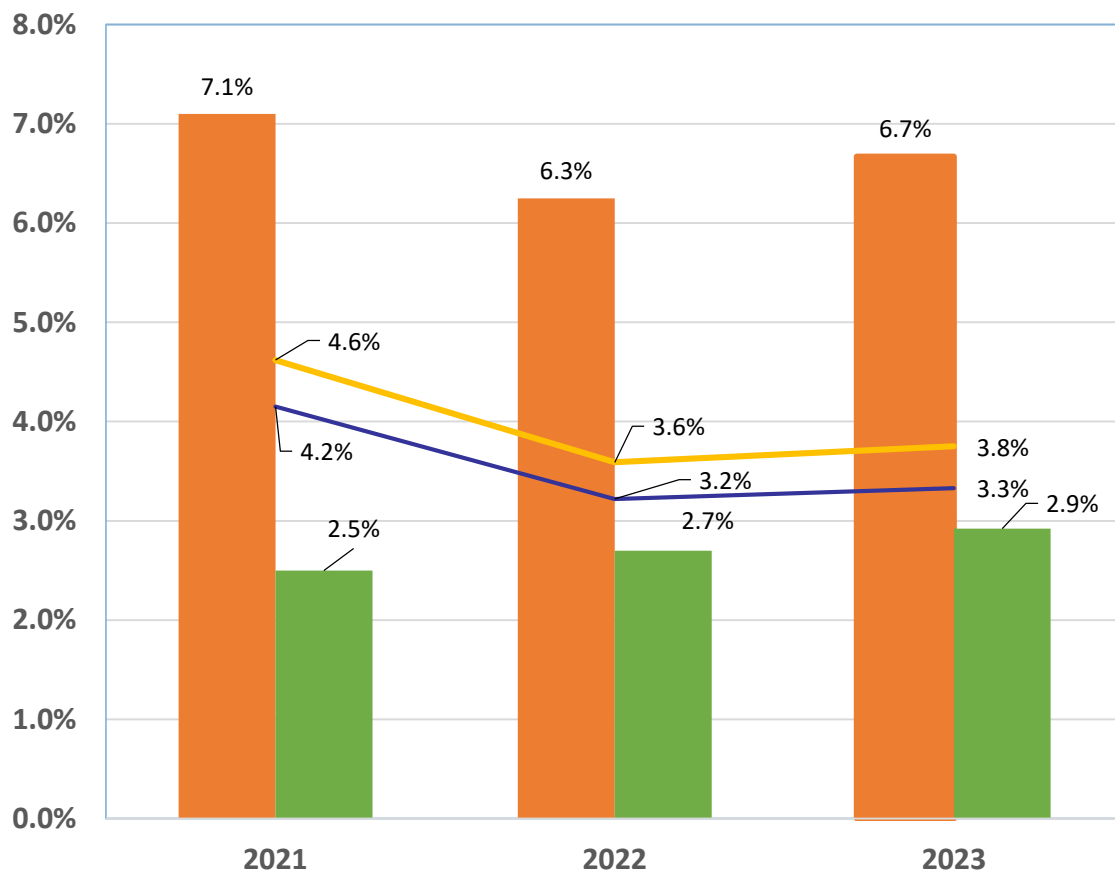
- The EDI team launched King's Reasonable Adjustments Plan, a framework designed to promote proactive conversations about reasonable adjustments between line manager and disabled staff member.
- Engaged with lowest performing care groups in relation to reasonable adjustments.
- Learning and Development team commenced transcribing audio, provided PDF's and transcriptions of learning content, and ensure that accessible colours are being used for correct contrast within content creation.

Actions planned

- Launch Reasonable Adjustment policy to embed clear process and accountability for the implementation of adjustments for staff.
- Launch a centralised procurement budget
- Launch reasonable adjustments training, achieving a goal of 100 line managers and people directorate staff trained within the first year.
- Continue engagement with lowest performing care groups in relation to reasonable adjustments.

WDES Metric 10: Board Voting representation

Percentage difference between the organisation's board membership and its overall workforce (MARGINALLY WORSE)



- King's disabled voting Board members
- King's disabled workforce
- % difference between voting Board and workforce
- % difference between total Board and workforce

Data insights

Whilst the percentage difference has marginally worsened by 0.16%, representation has increased for the voting board and overall workforce.

33% of voting board members' and 38% of executive board members' ESR disability status remains unknown in comparison with the overall workforce unknown percentage of 16%.

Actions taken

Socialised the EDI diversity dashboard amongst care groups ensuring staff are aware of why sharing disability status on ESR is important.

EDI board level training days.

Actions planned

Targeted action plan to reduce unknown disability status amongst board membership to 0%

Reduce unknown disability status on ESR from 16.2% to 10% through targeted care group action plans increasing psychological safety and improving communications.

WDES: Project Plan (Summary) 2023 - 2024

The below tables summarise the key projects which will deliver King's Workforce Disability Equality Standard action plan (which will align to the Roadmap to Inclusion 2022-2024 as well as the NHS England EDI Improvement Plan) and is overseen by the EDI Delivery Group, which feeds into the King's Executive and the Quality, People and Performance Committee. A more detailed project plan which includes project milestones, specific tasks and action owners is available to view on request.

High Impact Action 1:

Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable.

Create and implement a targeted action plan to reduce unknown disability status amongst board membership to 0%.

Executives to access specialist EDI coaching support.

Publish Executive's EDI objective for staff to view.

High Impact Action 2:

Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity.

Complete the ongoing inclusive recruitment audit actions.

Deliver Inclusive Recruitment training "part 2" including specific disability and reasonable adjustments components, as well as Inclusive Recruitment "roadshows" for all staff.

Develop a proposal for Inclusive Recruitment training to become mandatory for managers.

Pilot "independent interview panel member" role as well as King's Able Network participation in interview panels.

Update Recruitment Policy and explore positive actions within it, e.g.: written feedback for unsuccessful applicants.

Develop a career development and talent management framework for King's.

Apply for and achieve Disability Level 3 Leader Status.

Create a targeted action plan in line with the Widening Participation agenda to enhance pathways into employment at King's; increasing employment for people with Disabilities and Neurodiversities including Project search.

High Impact Action 3: Develop and implement an improvement plan to eliminate pay gaps.

Utilise the Diversity Dashboard by identifying areas of King's with the largest under-representation and setting goals for those areas to improve representation.

Launch the Calibre disability leadership programme at King's.

Reduce "no data" from 10% to national average of 5% by continuing to work with Capita, increasing psychological safety and improving communications.

Participate in the NHS NExT Director Scheme.

Introduce disability pay gap reporting.

High Impact Action 4: Develop and implement an improvement plan to address health inequalities within the workforce.

Make work more accessible by implementing phase 2 of the King's Reasonable Adjustment Plan, a policy and central budget, and socialise the business disability forum membership, so staff have the means to explore changes that can help them thrive at work.

Launch reasonable adjustments training, achieving a goal of 100 line managers and people directorate staff trained within the first year.

Undertake Business Disability Forum Smart Audit to identify priority areas requiring improvement and develop an improvement plan to address disability related workforce health inequalities.

WDES: Project Plan (Summary) 2023 - 2024

High Impact Action 6:

Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur.

Achieve a goal of 100 mentors and 100 mentees who list disability, neurodiversity or mental health as an expertise within the first year of the reciprocal mentoring programme.

Launch an EDI Toolkit with disability/neurodiversity guidance on the following topics: Reasonable Adjustments, Access to Work, Creating inclusive environments for Disabled colleagues, neurodiversity and hidden disabilities and more.

Continue to facilitate inclusion events and raise awareness of key dates such as Disability History Month and International Day of Persons with Disabilities.

Launch reasonable adjustments training, achieving a goal of 100 line managers and people directorate staff trained within the first year.

Increase the number of staff completing the on demand SkillsBoosters disability training on LEAP and achieve 100 course completion for neurodiversity specific training.

Develop new anti-bullying communications campaign that includes the Rolling out of Active Bystander “part 2” training, and launch specific guidance around managing hate-motivated incidents in new Supporting Positive Behaviour Policy.

Continue to promote the visibility of leaders with a disability through effective campaigns.

Support our King’s Able staff network to achieve its annual objectives, a re-election process and increase membership to a total of 200 members.

Increase the number and diversity of King’s Ambassador’s and deliver an EDI forum for all King’s Ambassadors to ensure they have the knowledge to support colleagues who experience bullying/harassment.

Rolling campaigns with Anti-Bullying Week; working with hotspot areas to target issues in the specific teams.

Launch specific guidance around managing hate-motivated incidents in new Supporting Positive Behaviour Policy.

Change to Inphase incident coding to better identify types of violence and aggression (e.g. disabled abuse).

Create an “Expected codes of behavior” style document for patients on arrival that highlights King’s zero tolerance approach.