



South East London

Workforce Disability Equality Standard 2025

South East London Integrated Care Board

Compiled by the Equality, Diversity and Inclusion Team

Snapshot Date: 31 March 2025

Table of Contents

Section	Page
Introduction	3
Metric 1: Percentage of staff in AfC (Agenda for Change) pay bands and very senior managers.	4 – 7
Metric 2: Relative likelihood of non-disabled staff being appointed from shortlisting across all posts.	8
Metric 3: Relative likelihood of disabled staff entering the formal capability process, as measured by entry into the formal capability procedure.	8
Metric 4: Percentage of disabled staff experiencing harassment, bullying or abuse	9 – 10
Metric 5: Percentage of disabled staff believing that the Organisation provides equal opportunities for career progression or promotion	11
Metric 6: Percentage of disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.	11
Metric 7: Percentage of disabled staff saying that they are satisfied with the extent to which their organisation values their work.	11
Metric 8: Percentage of disabled staff saying that their employer has made reasonable adjustment(s) to enable them to carry out their work.	12
Metric 9: The staff engagement score for disabled staff, compared to nondisabled staff.	12
Metric 10: Percentage difference between the organisation’s Board voting membership and its organisation’s overall workforce	13
Action Plan	14 - 18
Actions Impact Statement	19
Contact Us	20

Introduction

The NHS Workforce Disability Equality Standard (WDES) enables NHS organisations to better understand the experiences of their disabled staff, supporting positive change for all staff by creating a more inclusive environment for disabled people working and seeking employment in South East London.

The WDES has **ten indicators (metrics)**, which enables a comparison of the workplace and career experiences of staff with disabilities or long-term conditions (LTCs) and those without. The data for four metrics is sourced from **workforce data**, five metrics from the **National Staff Survey** and the data for the final metric comes from the **Board**.

SEL ICB use the data to develop and publish an action plan to ensure the continuous improvement of healthcare services and the wellbeing of both patients and staff. Research shows that a motivated, included and valued workforce helps to deliver high-quality patient care, increased patient satisfaction and improved patient safety.

All data used in this report is anonymous and retrospective. This year's WDES report is based on data from the 2024/25 financial year. It includes a four year comparison to track progress and identify trends. To illustrate changes, we have used directional arrows and colour coding: green indicates improvement, red shows regression, and amber represents no change compared to the previous year.

Definition:

Disability is defined as having a physical or mental impairment that has a 'substantial' (takes much longer than it usually would to complete a daily task) and 'long-term' (12 months or more) negative effect on the ability to undertake daily activities. This definition covers a range of illnesses and conditions.

Key	
↑ Positive upward trend	↑ Negative upward trend
↓ Negative downward trend	↔ No change
↓ Positive downward trend	



Metric 1- Overview of ICB workforce and South East London Population

Total workforce			
Category	Workforce %	Workforce no.	SEL Population%
Disabled	9.2	62	14.0
None disabled	86.6	580	86.0
Unknown/not stated	4.2	28	0.0
Total	100	670	100

- SEL ICB currently has a **total workforce** of 670, of which **86.6%** have no disability, **9.2%** have a disability, and **4.2%** fall under the 'not stated/unknown' category. It should be noted that the rate of non-disclosure has gone up from **3.5%** (2023/24) to **4.2%** (2024/25). This may indicate that staff may not feel safe enough to share that they have a disability or may not be aware of how to update their details on the system.
- Please note that there has been a slight decrease in the number of the overall workforce of 684 from 2023/24, representing a **2.1% reduction**.
- When compared to the **South East London population**, where **14%** of the community identifies as having a disability, it is evident that the organisation is not yet representative of the community from a disability perspective.

Metric 1- Percentage of staff in AfC (Agenda for Change) pay bands

Pay Band	Non-Clinical					
	With Disability/LTC % - 23/24	With Disability/LTC % - 24/25	Without disability/LTC % - 23/24	Without disability/LTC % - 24/25	Not stated / Unknown % - 23/24	Not stated / Unknown % - 24/25
Cluster 1: <1 to 4	9.1	11.1	90.9	80.6	0.0	8.3
Cluster 2: 5 to 7	13.3	13.0	82.9	83.7	3.8	3.4
Cluster 3: 8a and 8b	10.6	11.0	86.3	85.7	3.1	3.2
Cluster 4: 8c to VSM	6.6	4.5	91.2	91.0	2.2	4.5
Other	33.3	0.0	33.3	0.0	33.3	0.0
Total	10.7	10.2	86.2	85.9	3.1	3.9

Non-Clinical Staff

- **85.9%** of the workforce do not have a disability or a long-term condition (LTC).
- **10.2%** of non-clinical staff have a disability or an LTC.
- Bands 5-7 (**Cluster 2**) have higher representation of staff with a disability of LTC.
- There is a noticeable decrease in representation of staff with a disability or LTC in the higher bands.

Key	
↑ Positive upward trend	↑ Negative upward trend
↓ Negative downward trend	↔ No change
↓ Positive downward trend	

Comparison to 2024:

- The total number of staff with a disability or LTC in a non-clinical role has decreased by **0.5%** (from **10.7%** to **10.2%**). This decrease can also be seen in Cluster 2, 4 and Other

Metric 1- Percentage of staff in AfC (Agenda for Change) pay bands



South East London

Pay Band	Clinical					
	With Disability/LTC % - 23/24	With Disability/LTC % - 24/25	Without disability/LTC % - 23/24	Without disability/LTC % - 24/25	Not stated/ Unknown % - 23/24	Not stated/ Unknown % - 24/25
Cluster 1: <1 to 4	0.0	0.0	0.0	0.0	0.0	0.0
Cluster 2: 5 to 7	13.8	8.5	82.8	83.0	3.4	8.5
Cluster 3: 8a and 8b	0.0	3.3	93.2	93.3	6.8	3.3
Cluster 4: 8c to VSM	3.2	7.4	90.3	92.6	6.5	0.0
Other	13.6	0.0	86.4	75.0	0.0	25.0
Total	5.7	5.8	89.4	89.1	5.0	5.1

Clinical Staff

- **5.8%** of clinical staff have a disability or an LTC.
- **89.1%** of the workforce have a disability or an LTC.
- Bands 5-7 (**Cluster 2**) has the highest percentage of employees with a disability or LTC.
- At each level of the cluster, there are large disparities in the number of clinical staff living with a disability or LTC than those without.
- **Comparison to 2024:** The total number of clinical staff identifying as having a disability or long-term condition has remained the same. However, the percentage has increased due to the change in the overall workforce. Notably, there were no disabled staff in Cluster 3 and only one in Cluster 4.

Key	
↑ Positive upward trend	↑ Negative upward trend
↓ Negative downward trend	↔ No change
↓ Positive downward trend	

Metric 1: Yearly Comparison

Year on Year Comparison						
Financial Year	Overview		Non-clinical		Clinical	
	With Disability / LTC %	Without Disability / LTC %	With Disability / LTC %	Without Disability / LTC %	With Disability / LTC %	Without Disability / LTC %
2021/22	7.6	89.9	8.3	89.5	5.1	94.1
2022/23	6.4	83.9	7.9	87.6	3.2	75.7
2023/24	9.7	86.8	10.7	86.2	5.7	89.4
2024/25	9.2	86.6	10.2	85.9	5.8	89.1

The table above presents a comparison over the past four years. Overall, the percentages indicate a fluctuating trend, with a decrease in one year followed by an increase. However, the most recent data shows a slight decline in the total number of staff with disabilities / LTCs by **0.5%** (from **9.7%** to **9.2%**).

When broken down by staff group:

- **Clinical roles:** The only meaningful increase occurred in 2023/24, but the latest figures show only an increase of **0.1%** (from **5.7%** to **5.8%**) since the previous year.
- **Non-clinical roles:** There was an initial decline, followed by significant increase in 2023/24. While the latest figures show a decrease once again, it is only slight (**0.5%** - from **10.7%** to **10.2%**).

Metric 2: Appointed following shortlisting

Metric 3: Likelihood of formal capability process

Year	Metric 2 The relative likelihood of applicants with a disability / LTC being appointed from shortlisting compared to those without	Metric 3 Relative likelihood of disabled staff entering the formal capability process.
2021/22	0.96	0.0
2022/23	0.88 ↓	0.0
2023/24	0.82 ↓	0.0
2024/25	0.37 ↓	0.0

The data shows a relative likelihood of **0.37** for applicants with a disability or long-term condition (LTC) being appointed. This indicates that **non-disabled applicants are less likely** to be appointed from shortlisting (see note below).

- Over recent years, the ratio (score) has steadily **declined**, with this year showing a **sharp drop**, which is a **negative** shift for non-disabled applicants in appointment outcomes.
- The years in which the organization came closer to achieving a 1:1 ratio may be **influenced** by the ICB’s involvement in the **Disability Confident scheme**.
- The overall representation for disabled staff remain **underrepresented** within the organisation.

Note:

- A ratio (score) of **1** means equal likelihood of appointment.
- A ratio (score) **above 1** means non-disabled applicants are more likely to be appointed.
- A ratio (score) **below 1** means non-disabled applicants are less likely to be appointed.

In the past 12 months, there have been no formal disciplinary investigations or hearings within SEL ICB. This trend is consistent with the previous three years, which also reported no cases, indicating a positive and sustained outcome.

Key	
↑ Positive upward trend	↑ Negative upward trend
↓ Negative downward trend	↔ No change
↓ Positive downward trend	

Metric 4: Percentage of disabled staff experiencing harassment, bullying or abuse

	Metric 4: % staff experiencing harassment, bullying or abuse...							
	Disability/LTC 2021 %	Disability/LTC 2022 %	Disability/LTC 2023 %	Disability/LTC 2024 %	No Disability/LTC 2021 %	No Disability/LTC 2022 %	No Disability/LTC 2023 %	No Disability/LTC 2024 %
...From the Public	9.3	6.2 ↓	5.1 ↓	7.5 ↑	5.8	5.8	7.8	3.9
...From Managers	19.8	19.6 ↓	25.3 ↑	14.1 ↓	7.9	10.7	9.7	8.3
...From Colleagues	16.7	20.6 ↑	23.5 ↑	17.6 ↓	10.9	11.9	12.2	9.1
% staff that reported the incident	34.6	44.4 ↑	31.4 ↓	46.2 ↑	47.5	46.2	38.5	35.9

Metric 4 comprises of **4** components, with data sourced from the staff survey results.

- The most recent findings from the **2024** staff survey indicate a **2.4% increase** (from **5.1%** to **7.5%**) in reports of harassment, bullying, or abuse from the public experienced by staff with a disability or long-term health condition. This may be due to lack of understanding or discriminatory behaviour from the public.
- Positively, there has been a significant **decrease** in such experiences from managers (down by **11.2%** - from **25.3%** to **14.1%**) and colleagues (down by **5.9%** - from **23.5%** to **17.6%**). This is due to the ICB's strong culture of zero tolerance to harassment, bullying or abuse combined with resources and awareness raising on workplace adjustments and hidden disabilities.
- Additionally, there has been a notable **14.8% increase** (from **31.4%** to **46.2%**) in the percentage of people reporting these incidents. This may be due to the culture shift from the awareness raising.
- In comparison, staff without a disability or long-term health condition report **significantly lower** levels of harassment, bullying, or abuse from the public, managers, and colleagues. However, they also have lower rates of reporting these incidents.

Key	
↑ Positive upward trend	↑ Negative upward trend
↓ Negative downward trend	↔ No change
↓ Positive downward trend	

Metric 4: Yearly comparison

	Metric 4: % staff experiencing harassment, bullying or abuse...							
	Disability/LTC 2021 %	Disability/LTC 2022 %	Disability/LTC 2023 %	Disability/LTC 2024 %	No Disability/LTC 2021 %	No Disability/LTC 2022 %	No Disability/LTC 2023 %	No Disability/LTC 2024 %
...From the Public	9.3	6.2 ↓	5.1 ↓	7.5 ↑	5.8	5.8	7.8	3.9
...From Managers	19.8	19.6 ↓	25.3 ↑	14.1 ↓	7.9	10.7	9.7	8.3
...From Colleagues	16.7	20.6 ↑	23.5 ↑	17.6 ↓	10.9	11.9	12.2	9.1
% staff that reported the incident	34.6	44.4 ↑	31.4 ↓	46.2 ↑	47.5	46.2	38.5	35.9

- There was a steady **decline** in the percentage of staff with a disability experiencing harassment, bullying, or abuse from the public (from **9.3%** to **5.1%**), until **2024**, where a **rise** was observed (to **7.5%**).
- The data shows a **fluctuating** trend: a **decrease** in 2022 (from **19.8%** to **19.6%**), a **significant increase** in 2023 (to **25.3%**), followed by a **significant decrease** in 2024 (to **14.1%**) for incident involving managers.
- The trend for colleague-related incidents showed an **increase** over two consecutive years (from **16.7%** to **20.6%** and **23.5%** in 2022 and 2023, respectively) before a **marked drop** in 2024 (to **17.6%**). This is due to the ICB's strong culture of zero tolerance to harassment, bullying or abuse combined with resources and awareness raising workplace adjustments and hidden disabilities.
- The pattern was **mixed for reporting rates**: a **significant increase** in 2022 (from **34.6%** to **44.4%**), a **significant decrease** in 2023 (to **31.4%**), and another **significant increase** in 2024 (to **46.2%**). In this case, a higher percentage is considered a positive outcome.

Key	
↑ Positive upward trend	↑ Negative upward trend
↓ Negative downward trend	↔ No change
↓ Positive downward trend	

Metrics 5-7: Staff Survey Data

Year of Staff Survey	Metric 5 % staff believing that the ICB provides equal opportunities for career progression or promotion		Metric 6 % staff that felt pressure from their manager to come to work, despite not feeling well		Metric 7 % staff saying that they are satisfied with the extent to which their organisation values their work	
	Disability / LTC %	Non-Disabled %	Disability / LTC %	Non-Disabled %	Disability / LTC %	Non-Disabled %
2021	51.7	55.2	23.1	7.6	41.1	56.3
2022	39.6 ↓	52.9	22.5 ↓	15.5	44.3 ↑	53.1
2023	42.9 ↑	54.4	30.2 ↑	14.0	33.0 ↓	50.6
2024	42.9 ↔	57.3	24.6 ↓	17.6	43.5 ↑	57.7

The table above presents data for Metrics 5 to 7, sourced from the National Staff Survey.

- **Metric 5:** This year's results have remained unchanged. Reviewing the trend over the past four years, there was a decrease in 2022, an increase in 2023, and the figure held steady in 2024. This may be due to the Change Management Programme and national context. Non-disabled staff scores have consistently remained higher across over the 4 years.
- **Metric 6:** There has been a significant decrease this year in the number of staff who felt pressure to attend work while unwell (from 30.2% to 24.5%). This may be due to a shift to a more people focused culture. Over the last four years, the trend has been mixed with an initial decrease, followed by a significant increase in 2023, and then a notable decrease in 2024. Comparatively, non-disabled staff have consistently reported lower levels of pressure, highlighting a significant disparity.
- **Metric 7:** This year's data shows a significant increase in the percentage of staff who feel valued for their work (from 33% to 43.5%). The positive shift may be due to more awareness on what adjustments can be requested, however it should be noted that 56.5% of those with a disability still did not feel valued for their work, which indicates more work is required. The four-year trend has been varied with an initial decline, followed by a sharp increase in 2023, and a further increase in 2024. However, non-disabled staff have consistently reported higher scores, with over 50% feeling valued each year.

Key	
↑ Positive upward trend	↑ Negative upward trend
↓ Negative downward trend	↔ No change
↓ Positive downward trend	

Metrics 8-9: Staff Survey Data

Year of Staff Survey	Metric 8 % staff state employer has made adequate adjustments at work	Metric 9 Staff engagement score	
	Disability / LTC %	Disability / LTC	Non-Disabled
2021	76.0	6.1	7.1
2022	79.3 ↑	6.4	6.9 ↑
2023	56.5 ↓	6.0	6.8 ↓
2024	73.1 ↑	6.5	7.0 ↑

The table above presents data for **Metrics 8 and 9**, sourced from the National Staff Survey.

- **Metric 8:** There has been a significant improvement in the number of respondents reporting that they receive adequate workplace adjustments (from **56.5%** to **73.1%**). The trend shows a strong increase in 2022, a significant decline in 2023 (it should be noted that 2023 was the time in which the Management Cost Reduction was taking place), and another sharp increase in 2024.
- **Metric 9:** The staff engagement score (**6.5** out of **10**) rose by 0.5 points this year. While the trend over recent years has fluctuated with increases and decreases. The score has consistently remained above 6.

Key	
↑ Positive upward trend	↑ Negative upward trend
↓ Negative downward trend	↔ No change
↓ Positive downward trend	

Metric 10: Board membership

Board Membership.

	With disability/LTC	Without disability/LTC	Unknown	Total
Total Board Members	1 (1) ↔	8 (7)	4 (3)	13 (11)
Voting Members	1 (1) ↔	8 (7)	4 (3)	13 (11)
Non-Voting Members	0 (0) ↔	0 (0)	0 (0)	0 (0)
Exec Board	1 (1) ↔	7 (6)	0 (0)	8 (7)
Non-Exec	0 (0) ↔	1 (1)	4 (3)	5 (4)
No. of Staff Overall	62 (66) ↓	580 (594)	28 (24)	670 (684)
Difference - Board: Workforce - %	-2.0 (-1.0) ↑	-25.0 (-23.0)	27.0 (24.0)	N/A

The table on the right depicts the percentage difference between SEL ICB's Board membership and SEL ICB's overall workforce, disaggregated by:

- Voting and non-voting membership of the Board
- Executive and non-exec membership of the Board

The snapshot of this data is 31 March 2025 and the data in brackets are the numbers from 31 March 2024.

Overview

- Please note that the data in the table pertains to board members employed by the ICB, not the Partnership Board.
- There are a total of **13** Board members: **1** has a **disability/LTC**, **8** do not, and **4** are unknown.
- All board members are voting members.
- There are **8** executive directors: **1** with disability (LTC) and **7** without.
- The difference between Board members with disabilities/LTCs and staff with disabilities/LTCs (workforce) is (minus) **-2%**.

WRES, WDES and WSOES Action Plan update

The ICB Workforce Equality Standards and Gender Pay Gap Reports now operate under a **single** action plan, providing a clear framework to address key priorities and deliver measurable, positive change across the organisation. It has been agreed that the actions outlined in the report will span a three-year period to support effective implementation and ensure long-term impact.

These actions will be reviewed annually to maintain relevance and alignment with organisational goals. Due to the ongoing Change Management Programme (CMP), some actions were temporarily paused however have been revisited and completed. The accompanying action log outlines completed actions, those currently in progress, those on hold, and actions from the EDI Strategy that align with the Workforce Equality Standards.

- **Completed** actions: 17
- **Ongoing** actions: 3
- Actions **on hold**: 1
- Actions from **EDI strategy** that align: 9

Action Plan update – completed actions (1/2)



South East London

Actions
Create concise job descriptions by working with hiring managers to rewrite job descriptions to focus on essential duties, required qualifications, and key responsibilities
Design additional recruitment training sessions and explore the potential for “Train the Trainer” recruitment workshops (through Enact) to equip SEL ICB staff with the skills needed to carry out a fair and equitable recruitment processes.
Review 2024 staff survey data to understand colleague experiences and integrate findings into the OD plan for FY 25/26, following which further actions will be developed and updated in the next report.
Strengthen and actively promote the Speak Up process
Develop and deliver training on workplace adjustments and the access to work process.
Develop awareness raising sessions, through ad hoc events or the Equalities Forum
Advertise ICS leadership training for SEL ICB staff.
Participate in the development of the ICS conference and awards session.
Training request form will be digitised, with mandatory fields for demographic and diversity data to ensure accurate information capture

Action Plan update – completed actions (2/2)

Actions

Implement a Sexual Safety Charter

Ensure the accessible application form is available on request to use within Trac and NHS Jobs.

Develop and implement a process where applicants can request interview questions in advance.

Ensure that candidates, once an interview has been scheduled, are told in advance the names and job titles of the colleagues sitting on the interview panel.

Ensure interview panels are diverse, with all panel members required to complete mandatory unconscious bias training in advance of participation.

Revitalise the mediation service, including training more staff to become mediators

Raise awareness of the ICB's Mental Health First Aiders.

Design and deliver enhanced line management training.

Ensure staff have an opportunity raise concerns as part of the appraisal process.

Long service awards/recognition certificates.

Action Plan update – on-track actions

Action

Redesign the ICB's recruitment internet page layout to be more welcoming, user-friendly, and accessible, this will include:

- A "What It Means to Work with Us" section highlighting values, mission, and staff experiences.
- Videos showcasing staff at all levels within SEL ICB i.e. regarding the reasonable adjustments we offer etc.
- Links to employee testimonials, benefits, and career growth opportunities.
- Statement about why we are collecting equalities data/who can see it to encourage a higher disclosure rate.

Develop and implement a formal workplace adjustments policy.



Action Plan update – EDI Strategy actions which align to the Equality Standard

Strategic theme	Ongoing actions
Active leadership commitment	<ul style="list-style-type: none"> • Continue active discussion of EDI considerations at SMT throughout the consultation period, supported by the established role of the Executive Equalities SRO.
Being an inclusive employer	<ul style="list-style-type: none"> • Provide suite of EDI training to support staff through change` • Continue with the provision of mandatory EDI training on unconscious bias (which includes micro-incivilities and micro-aggressions) for Band 4 roles and above.
Progressing careers and talent development	<ul style="list-style-type: none"> • Invite guest presenters to discuss career journeys when speaking at EDI forums
Building staff support, health, and wellbeing	<ul style="list-style-type: none"> • Promote staff networks as safe spaces to discuss change • Implement in-house solutions and support e.g. workplace adjustments, allyship and compassion training.
Training, learning and development	<ul style="list-style-type: none"> • Use training needs analysis findings to understand training needs and priorities • Implementation of an EDI training offer, including EIA, workplace adjustments, allyship, EDI awareness, compassionate working, micro-incivilities and inclusive recruitment. • Staff networks to promote discussions on intersectionality



Actions Impact Statement

Over the past year, action holders have worked diligently to improve staff experience. A significant number of actions have been completed and formally closed, and this progress is reflected in the findings across all three Workforce Equality Reports. Key examples include:

- ✓ Several actions relating to **recruitment** have been fulfilled including ensuring applicants can submit alternative applications, concise job descriptions, workplace adjustments, unconscious bias training. The WDES reflect the improvement made for disabled applicants as they are more likely to be appointed following shortlisting, in the WRES we can see the move towards parity between Global Majority applicants and White Applicants and in the WSOES LGBTQ+ staff are 0.7 times more likely to be appointed following shortlisting.
- ✓ The implementation of actions addressing **bullying, harassment and abuse** (BHA) has had a positive impact, as reflected across the Workforce Equality Standard (WES) reports. For example, within WDES, experiences of BHA from managers reduced by 11.2%, and BHA from colleagues reduced by 5.9%. There was also a 14.8% increase in the proportion of staff reporting BHA, indicating greater confidence in reporting. Within WRES, Global Majority staff reported a reduction in experiences of BHA by 2.1%. Significant improvements were also observed in WSOES, with BHA from managers decreasing by 21.5% and BHA from colleagues reducing from 28.6% to 0%.
- ✓ The completion of actions relating to **training and development** has had a positive impact across several reporting measures, indicating an improvement in staff experience. For example, the delivery of workplace adjustments training has contributed to improved outcomes for disabled staff, with over 70% reporting that they have received the required adjustments. Staff engagement scores have also increased. In addition, wider training and awareness sessions have supported improved perceptions of feeling valued, particularly among disabled staff, with an increase of 10%. There has also been a 42.9% increase in staff believing that the ICB provides equal opportunities for career progression. Similar improvements were observed among LGBTQIA+ staff, with an increase of 21.4% in this measure. Overall, there has been an increase in the number of training applications received, with applications from Global Majority LGBTQIA+ staff increasing.

This report highlights the progress we have made by advancing **equity within our processes**, while also thinking about the areas we still need to improve on. The reduction we have seen in bullying, harassment and abuse is a significant achievement, which reflects the ICBs commitment to improving staff experience.

The **lived experiences** shared by our staff provide essential insights that will continue to inform our approach, helping us to **drive the systemic changes** needed for sustained progress.

Contact Us

If you have any questions about this report, or would like it in a different format, please contact us at:

Equality, Diversity, and Inclusion Team

Email: equality@selondonics.nhs.uk

