Workforce Race Equality Standard

LAS Report and Action Plan – 2024/2025

We are the capital's emergency and urgent care responders

CONTENTS

Overview of the Workforce Race Equality Standard

Purpose

NHS trusts are required to produce and publish their WRES report annually. Implementing the Workforce Race Equality Standard (WRES) is a requirement for NHS commissioners and NHS healthcare providers including independent organisations, through the NHS standard contract.

The purpose of the WRES is to ensure that NHS organisations review their data against the nine indicators which are outlined in the WRES, produce an action plan to close any gaps in the workplace experience between white and ethnic minority staff, as well as improving the representation of ethnic minority staff at the Board level of the organisation.

The WRES report is a key component of our workforce EDI work, setting our direction in achieving good practice race equality across all areas of the employee lifecycle and ensuring our staff have access to career opportunities, development and progression and receive inclusive and fair treatment in the workplace.

Methodology

The WRES requires NHS trusts and ICBs to self-assess against 9 workplace experience and opportunity indicators. Four metrics are taken from workforce data and the remaining are based on the NHS staff survey.

Scope

The WRES data included in this report has been obtained from:

- Electronic staff records
- Human resource team records
- Organisational development records
- NHS staff survey

Definitions

The definitions of ethnic minority and white, used in WRES, have followed the national reporting requirements of the ethnic category in the NHS data model and dictionary.

At the time of publication of this report, these definitions were based upon the 2021 ONS Census categories for ethnicity.

Foreword

The capital's emergency and urgent care responders.

We remain absolutely committed to ensuring that our ethnic minority colleagues have a fulfilling experience at work, where they feel safe and are treated fairly. Therefore, it is crucial for us to understand and tackle the disparities between ethnic minority staff and their white counterparts, and why our WRES work is so important.

We are pleased to see the progress LAS has made last year, but recognise there is much more to do to drive further improvements:

- **Improved our representation across the Trust so approximately one in four staff are from an ethnic minority background. This is much higher in some parts of the organisation but there is more to do to drive a better balance across the Trust.**

- **Reduced the difference between white staff and ethnic minority staff being appointed from an interview process. We are delighted to see the changes in this area following the efforts to create fairer interview processes and move this indicator in the right direction.**

Our challenges lie in not only driving further improvements but also sustaining our impactful initiatives and we will continue with putting energy into this. Although we have some way to go, we are confident the work we are putting in will continue to shift the dial in becoming an increasingly diverse and equitable workplace.

Dr Fenella Wrigley

Deputy Chief Executive, Chief Medical Officer, London Ambulance Service NHS Trust

Our strategic equality objectives

To achieve the work set out in the LAS strategy 2023-28, we have developed three EDI objectives which will contribute to the delivery of our vision and goals until 2028 and achieve the mission of "being an increasingly inclusive, well-led and highly skilled organisation people are proud to work for."

The LAS strategy states:

"We aim to build a diverse organisation that values and celebrates difference, promotes equality and prioritises the wellbeing of our people. We will build a workforce that knows and reflects the people we serve. We will build an organisation where everyone can feel they belong, their voice is valued and there are opportunities for a career. Discrimination, bullying, harassment and racism have no place in our organisation and we will take a zero-tolerance approach to tackling this behaviour."

To deliver the missions set out in the LAS strategy, we have developed three EDI objectives which will contribute to the delivery of our vision and goals until 2028:

OBJECTIVE 1	**Foster proactively a diverse and open culture with an equitable working environment, including through staff training on discrimination and impactful staff networks.**
OBJECTIVE 2	**Make measurable improvement in attracting and retaining a workforce that represents London, reaching out to relevant communities and helping staff to build great careers.**
OBJECTIVE 3	**Generate clear leadership accountability for action based on good management data and staff feedback, including compliance with legislation and equality standards.**

Our progress in 2024/25

The following report provides an overview of our progress, challenges and aspirations. We remain on a journey and equality, diversity and inclusion is the unifying thread that stems from our core values of care, respect and teamwork and runs through every aspect of our organisation, from leadership to delivery and from workforce to the community we serve. Over the last year we have achieved the following that aligns with our plans and overarching objectives relating to WRES:

- **170 of our most senior leaders have committed to meaningful EDI objectives that drive an inclusive culture, this includes looking at the makeup of their teams, identifying gaps and needs and providing appropriate support and action.**
- **Data led EDI transformation workshops were delivered to create local action plans across key directorates.**
- **Delivered Tackling Discrimination and Promoting Inclusivity training to 75% of the workforce and bespoke training to managers to ensure ongoing learning and setting important foundations.**
- **New 2-step process implemented in to the Referral to Resolution using the Anti-Discrimination and Anti-Racism Charters.**
- **Reduced bias in recruitment and interview processes through Independent Panel Members programme (50+ recruited).**
- **Implemented the new Stepping Up Support Package to support colleagues with development and progression.**
- **2 cohorts of the powerful 'Women of Colour' programme delivered to support ethnic minority women with progression into leadership roles.**

This achievement snapshot demonstrates just part of the journey and the findings in this report show there is much more to do, which will require ongoing dedication, genuine commitment and proactive interventions. Culture change programmes and complex transformation relating to EDI take time. Many of the interventions are in their first year of implementation and whilst we are seeing positive change, some of the benefits will only start to be realised in the coming years and we are committed to embedding what is needed for a fairer future.
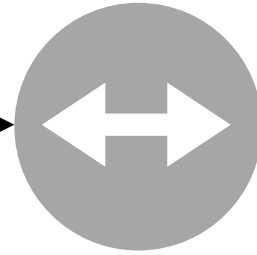
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Understanding the findings
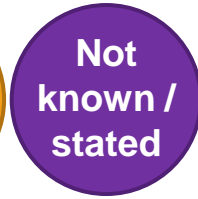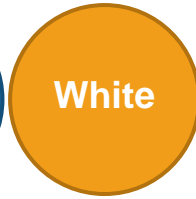
Direction of travel
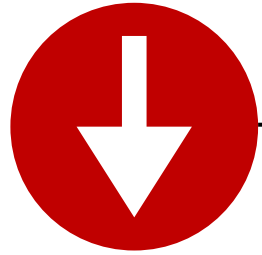
Deterioration → **No significant change** → **Improvement**

Key

Ethnic minority · White · Not known / stated

> Metrics 1 - 4 and 9 are a snapshot of our workforce data from 31 March 2025, while Metrics 5-8 are taken from the NHS Staff Survey, conducted in Autumn 2024.

3 key questions explored in this report

What is the data telling us?

How do we compare with previous years?

What are we planning to do?

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Key findings

1. Staff Representation ↔

25% of our workforce has identified themselves as an ethnic minority

- 🔵 Ethnic minority
- 🟠 White

2. Shortlisting ⬆

White applicants are

1.3X

more likely to be appointed from shortlisting

3. Disciplinary ⬆

Ethnic minority colleagues are

1.8X

more likely to enter the formal disciplinary process

4. Training ⬇

White applicants are

1.2X

more likely to be access non-mandatory training and CPD

5. Bullying from public ⬇

43.5%

of ethnic minority colleagues reported experiencing harassment, bullying or abuse from the public

6. Bullying from staff ⬆

23.2%

of ethnic minority colleagues reported experiencing harassment, bullying or abuse from colleagues

7. Progression ⬇

44.7%

of ethnic minority colleagues believe the Trust provides equal opportunities for career progression and promotion

8. Discrimination ↔

15.3%

of ethnic minority colleagues experienced discrimination from their manager or colleagues

9. Trust Board ↔

31%

of our Trust Board (voting membership) are from an ethnic minority background

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Comparisons

1. Staff Representation ⬌

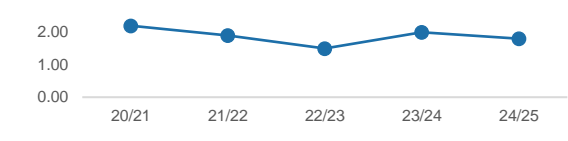- Ethnic minority
- White

Last year (23/24): 23.9%   This year (24/25): 24.6%
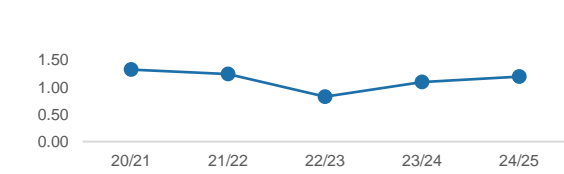
2. Shortlisting ⬆
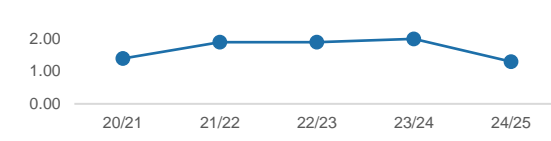
Last year (23/24): 2.0   This year (24/25): 1.3
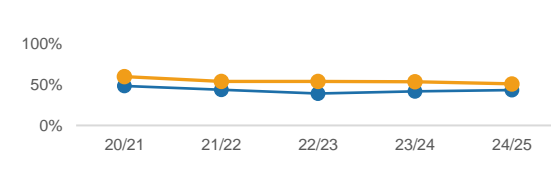
3. Disciplinary ⬆

Last year (23/24): 2.0   This year (24/25): 1.8
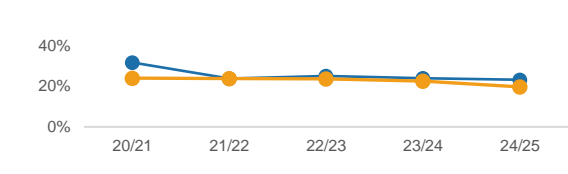
4. Training ⬇

Last year (23/24): 1.1   This year (24/25): 1.2

5. Bullying from public ⬇

Last year (23/24): 42.0%   This year (24/25): 43.5%

6. Bullying from staff ⬆

Last year (23/24): 24.0%   This year (24/25): 23.0%

7. Progression ⬇
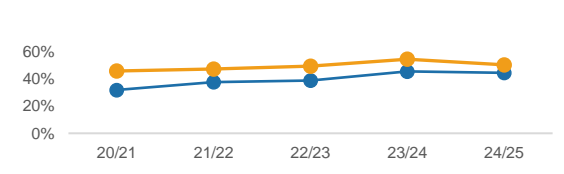
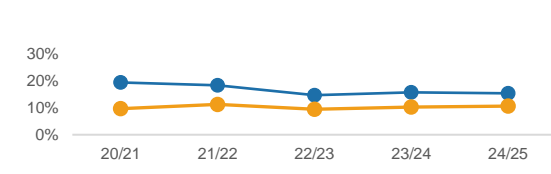**Last year (23/24): 46.0%   This year (24/25): 44.7%**

8. Discrimination ⬌

Last year (23/24): 15.6%   This year (24/25): 15.3%

9. Trust Board ⬌

- Ethnic minority
- White

**Last year (23/24): 31.0%   This year (24/25): 31.0%**

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Indicator 1

Percentage of staff in each of the AfC (Agenda for Change) bands 1-9 and VSM (including executive board members) compared with the percentage of staff in the overall workforce.

Proportion of workforce identifying as an ethnic minority (%)

Legend: ● Ethnic minority ● White
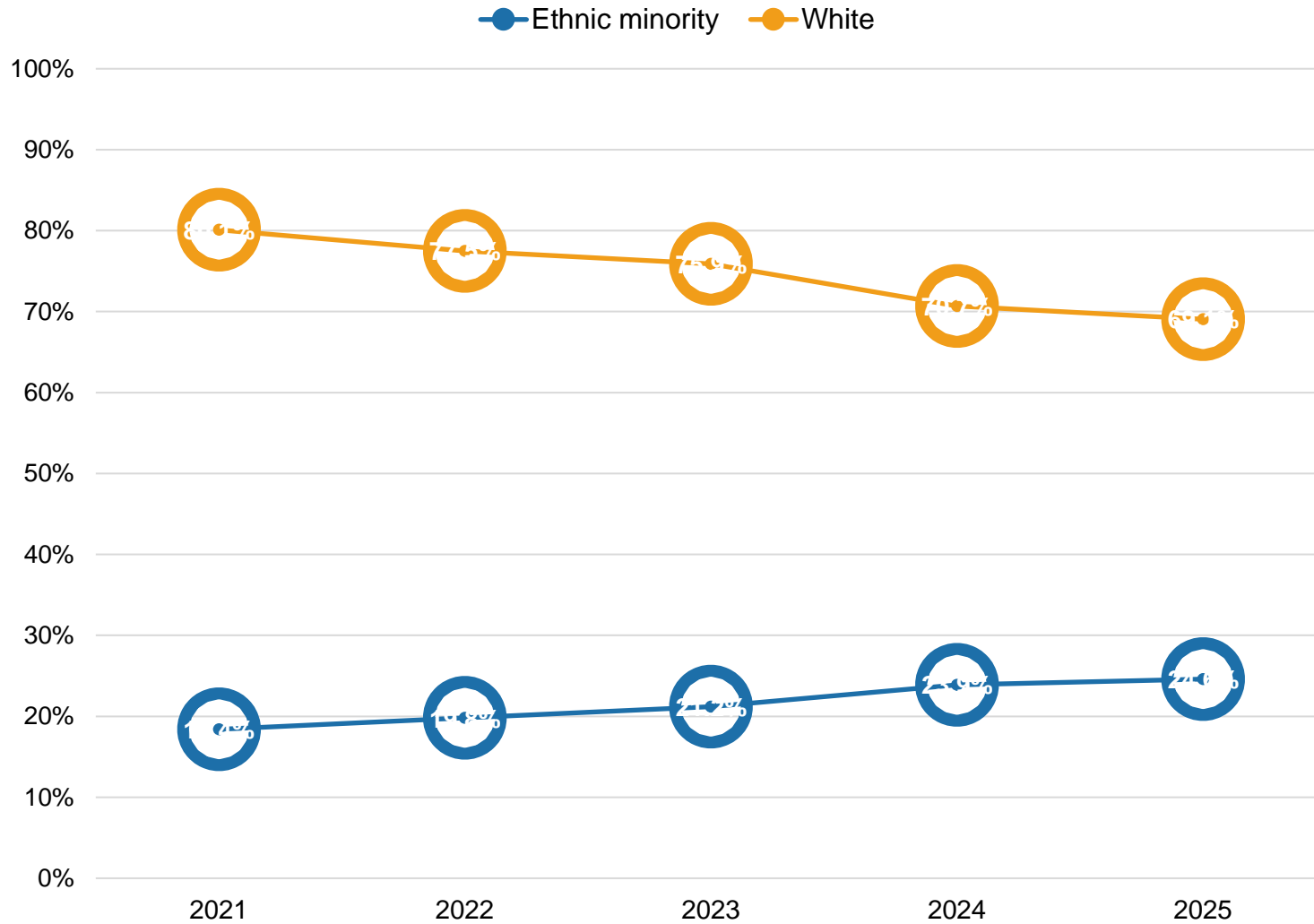
The data shows that although we are making continued progress in increasing the representation from ethnic minority communities, with **almost 25% of staff members being from an ethnic minority background,** we have **remained consistent in comparison to last year.** However, we have continued to see a **positive trend over the last few years**. Our retention levels are high and the challenging financial operating context has impacted the potential growth in this area.

Our key objective is to increase representation over time and strengthen our values of and mission to provide the highest quality care, in the best way and contributing to Londoners having the best health outcomes in the world.

However it remains important to us to have a workforce that is representative of London, and we are doing more to ensure we are recruiting from diverse communities wherever possible. Our LAS Inclusive Response programme is focused on recruiting and supporting Londoners that are unemployed and often includes the most vulnerable in our communities, and we will continue with such initiatives in the coming year.

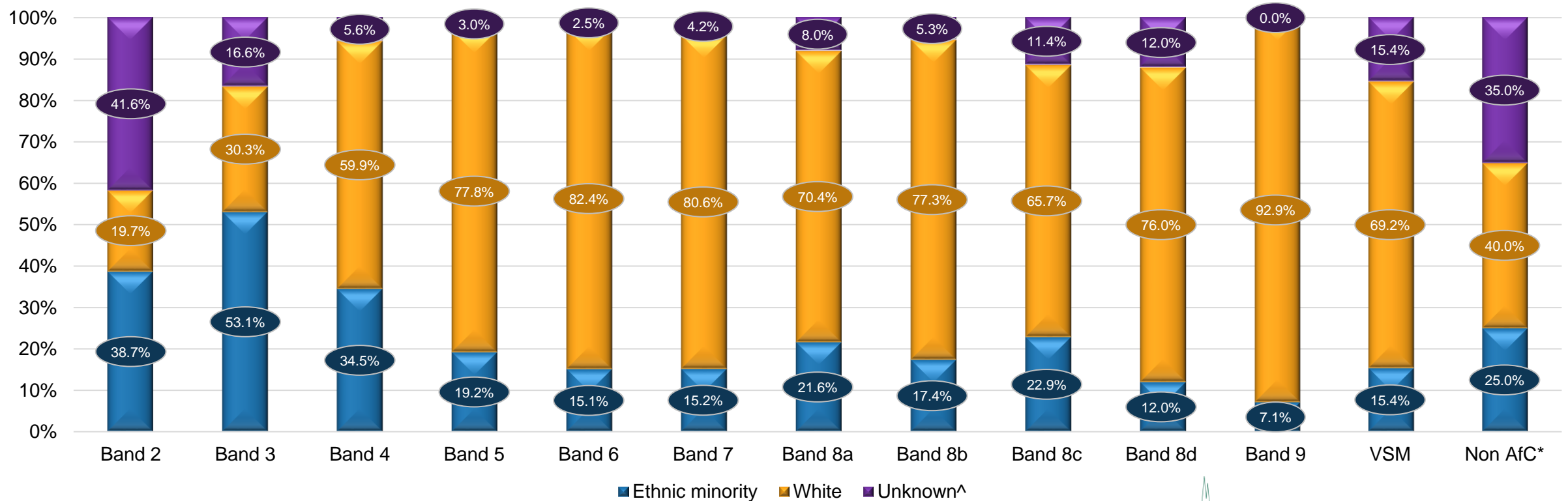**We are the capital's emergency and urgent care responders**

Indicator 1

Percentage of staff in each of the AfC (Agenda for Change) bands 1-9 and VSM (including executive board members) compared with the percentage of staff in the overall workforce.
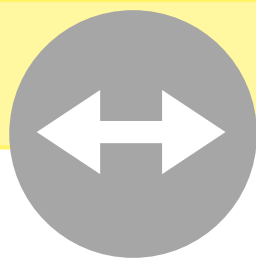
Ethnic minority staff across the organisation

The data shows differing representation across all bands. Whilst there remains a large overrepresentation in the lower bands and underrepresentation in the upper bands, we have seen improvements across all bands apart from bands 8d and 9 which is positive. To note, those at VSM level represent a very small number of staff (15 people).

Band	Ethnic minority	White	Unknown^
Band 2	38.7%	19.7%	41.6%
Band 3	53.1%	30.3%	16.6%
Band 4	34.5%	59.9%	5.6%
Band 5	19.2%	77.8%	3.0%
Band 6	15.1%	82.4%	2.5%
Band 7	15.2%	80.6%	4.2%
Band 8a	21.6%	70.4%	8.0%
Band 8b	17.4%	77.3%	5.3%
Band 8c	22.9%	65.7%	11.4%
Band 8d	12.0%	76.0%	12.0%
Band 9	7.1%	92.9%	0.0%
VSM	15.4%	69.2%	15.4%
Non AfC*	25.0%	40.0%	35.0%

■ Ethnic minority ■ White ■ Unknown^

*Our non AfC staff includes over 400 people who prepare frontline vehicles for operational duties and are currently in the process of assimilating following TUPE
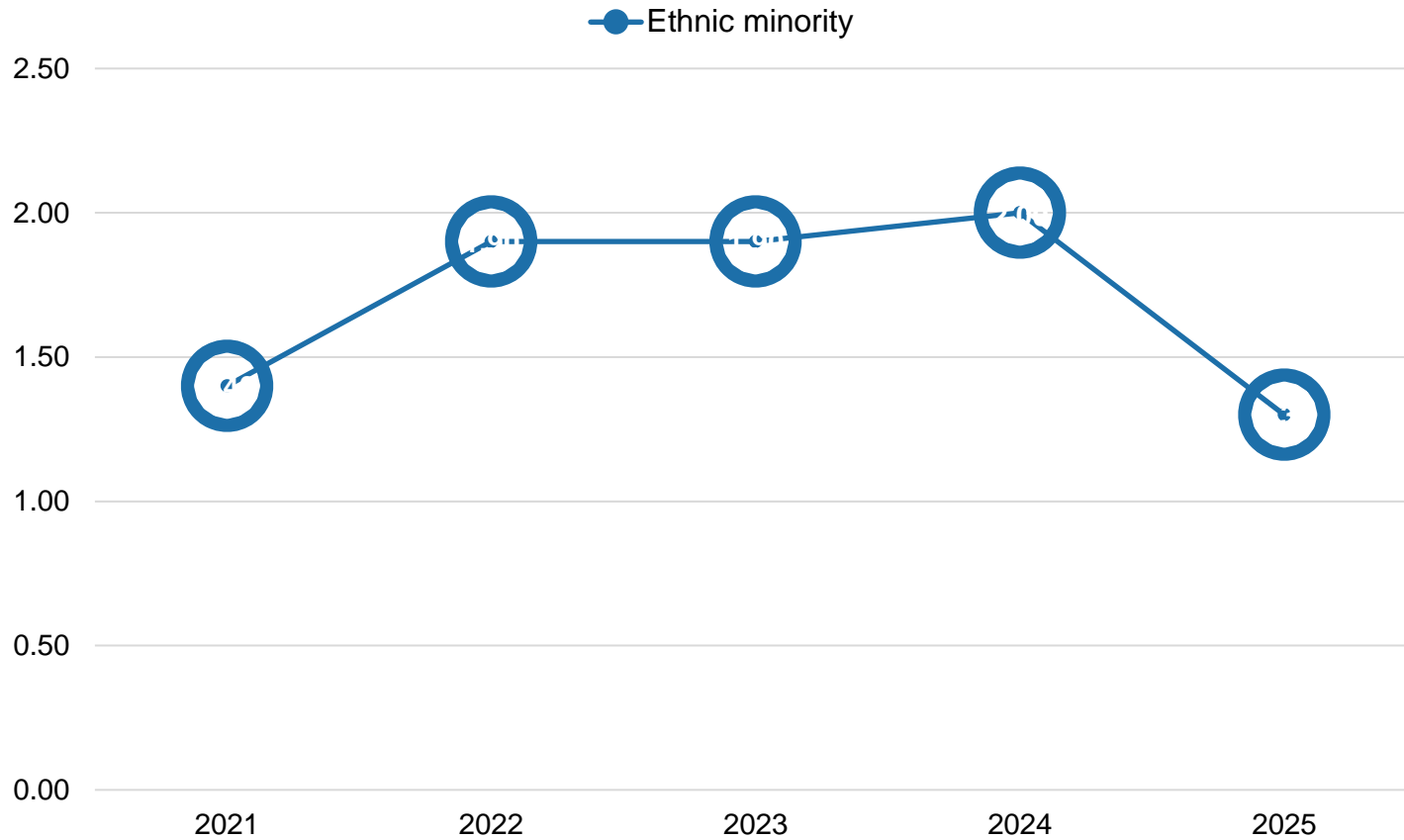
^Unknown data is mainly due to data completeness and tends to be lower for TUPE staff

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Indicator 2

Relative likelihood of white staff being appointed from shortlisting compared to ethnic minority staff across all posts

Legend: ● Ethnic minority

Chart values (Ethnic minority):
- 2021: ~1.40
- 2022: ~1.90
- 2023: ~1.90
- 2024: ~2.00
- 2025: ~1.30

A figure below 1:00 indicates that ethnic minority staff are more likely than white staff to be appointed from shortlisting.

The data shows that **white applicants are 1.3 times as likely to be appointed** from an open recruitment process than someone from an ethnic minority community. We are really pleased to see this **significant improvement** compared to last year.

The Trust has invested time and energy to create positive action initiatives to address the results from last year. This has included using Independent Panel Members in recruitment to ensure a fair and unbiased process and supporting senior managers to actively identify staff for talent and development opportunities, offering support through the Stepping Up Support Package and simple confidence boosting conversations.

Our ambition is to drive this difference down further and sustain some of the impactful positive action initiatives that have been implemented this year.
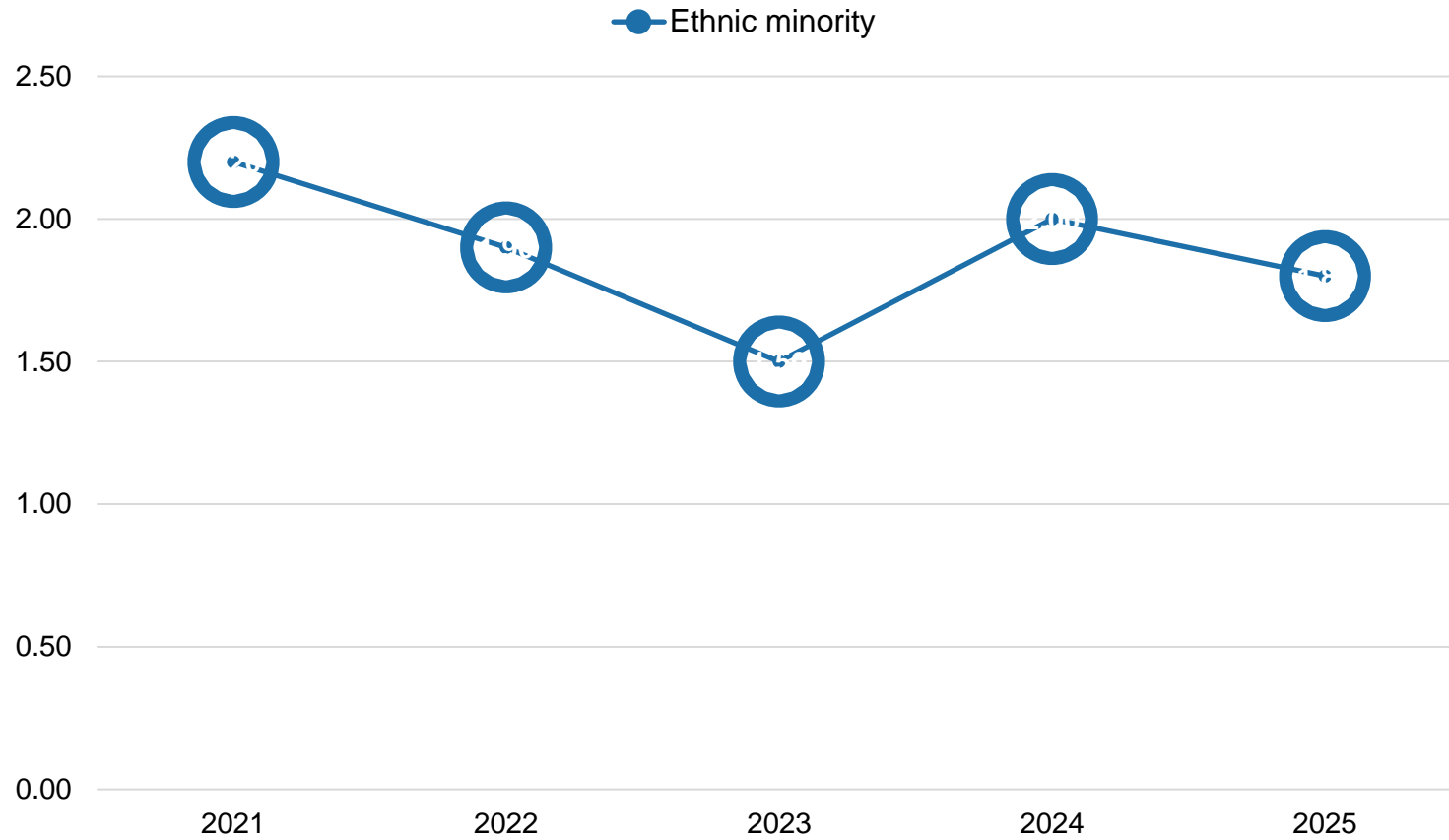
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Relative likelihood of ethnic minority staff entering the formal disciplinary process compared to white staff

A figure above 1:00 indicates that ethnic minority staff are more likely than white staff to enter the formal capability process.

The data shows that **ethnic minority staff are 1.8 times as likely to be put through a disciplinary process** than their white counterparts. There is **an improvement against the previous year** and whilst this is a positive change there is a lot more to be done to ensure this is balanced.

Some of our initiatives, such as the anti-discrimination and anti-racism charters, which sets out our clear expectations and working them in to the 'referral to resolution' process will have contributed to this positive shift.

Over the coming year, we will be sharing more localised data with teams to understand and highlight where there may be issues or patterns and carry out targeted work in those areas.
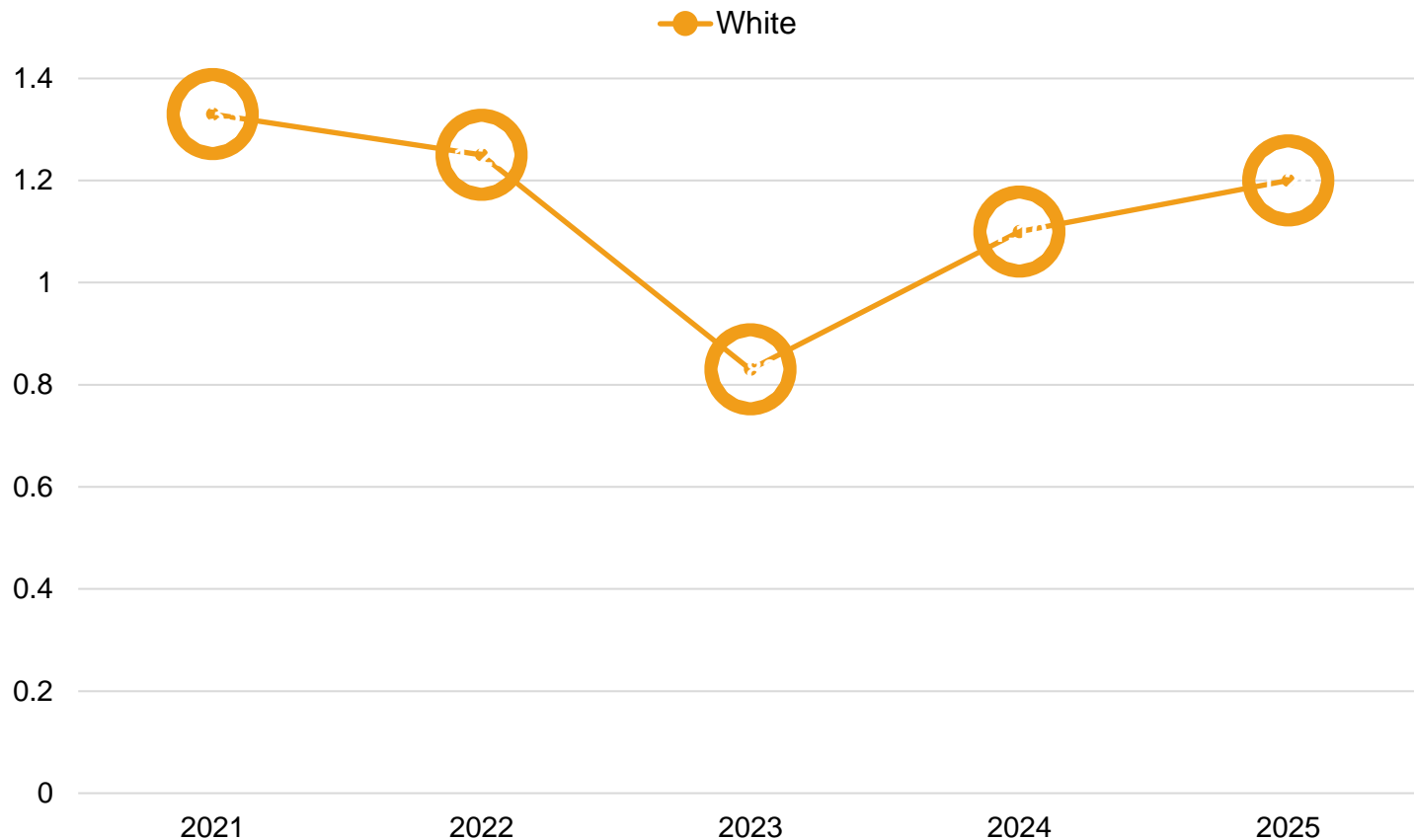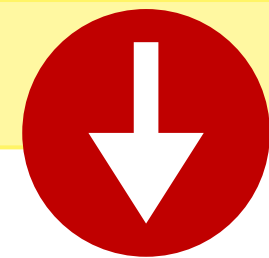
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Indicator 4

Relative likelihood of staff accessing non-mandatory training and CPD

White

A figure above 1:00 indicates that white staff are more likely than ethnic minority staff to access non-mandatory training and CPD

The data indicates that **white staff are 1.2 times as likely to access non-mandatory training and Continuing Professional Development (CPD) opportunities** than staff from ethnic minority communities.

This represents a **slight deterioration** on last year, suggesting an ongoing disparity in training and development access or awareness for ethnic minority staff. There has been a **varying trend over the last few years** though the figures have generally remained high.

We will continue to support managers to raise awareness of our Learning and Development course catalogue for more ethnic minority staff to take up learning opportunities. We will also ensure the way the data is captured is improved and comprehensive to include any wider non-mandatory training taking place.

Indicator 5

Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months

Chart legend: Ethnic minority (blue), White (orange)

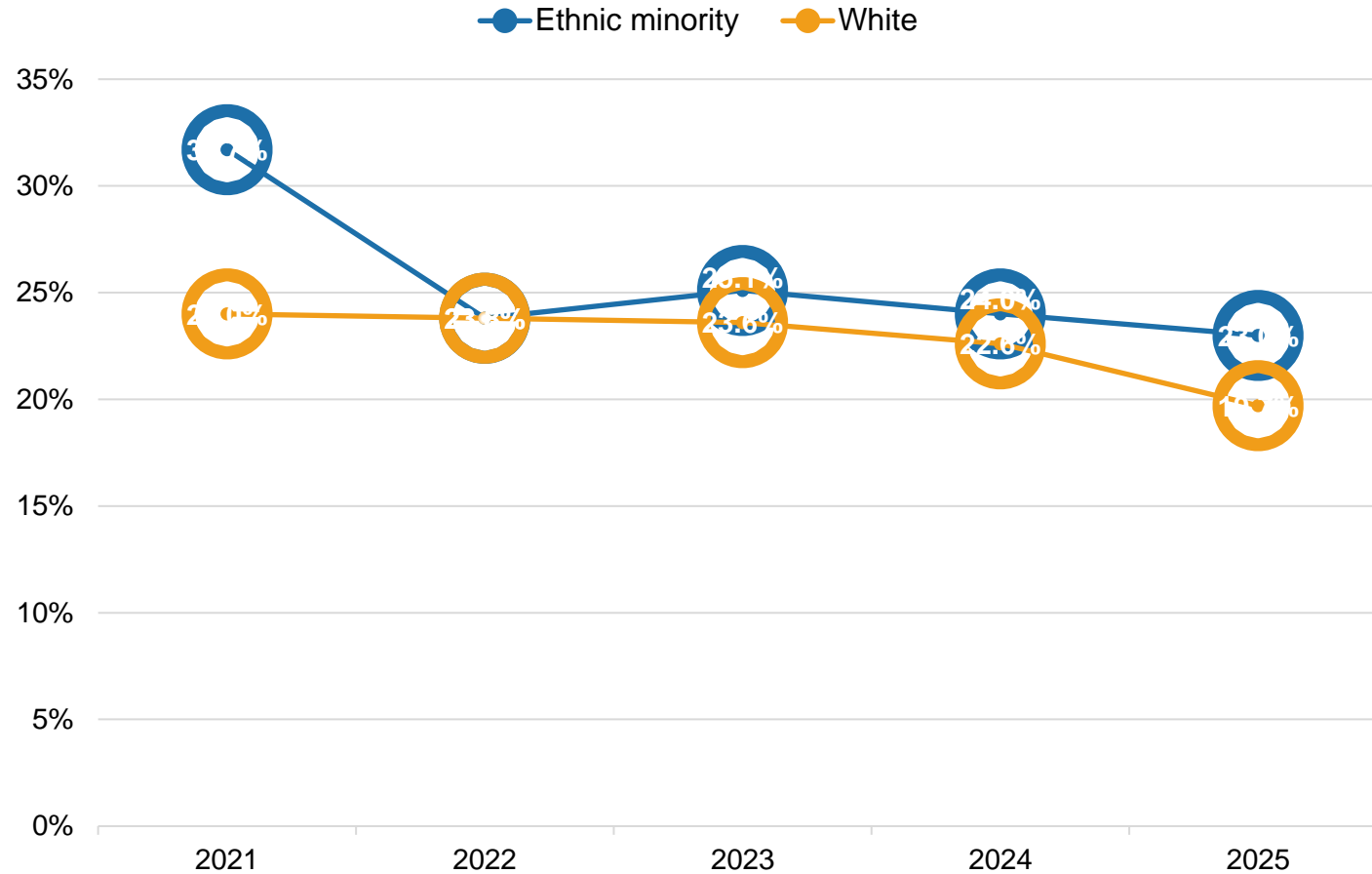Years shown: 2021, 2022, 2023, 2024, 2025
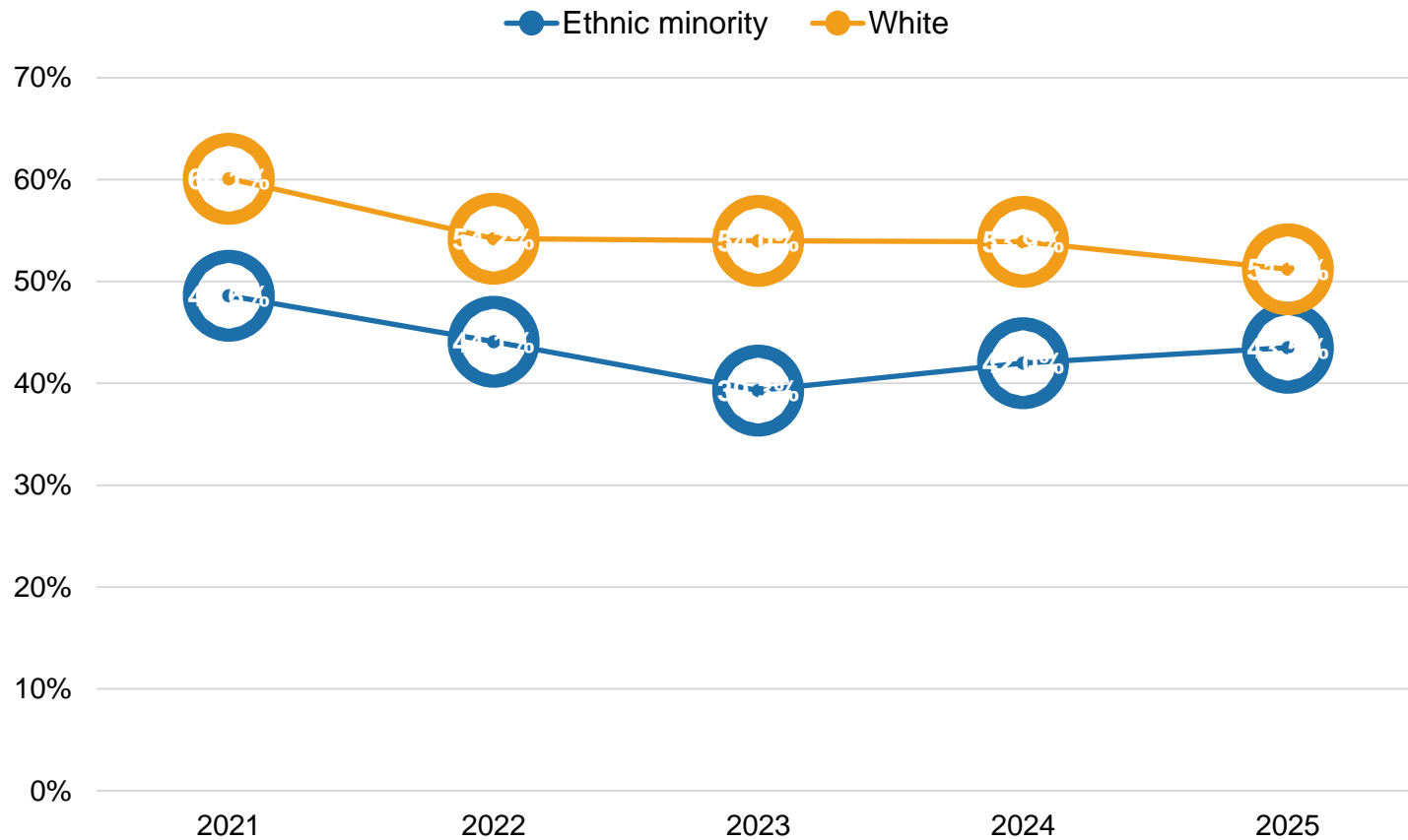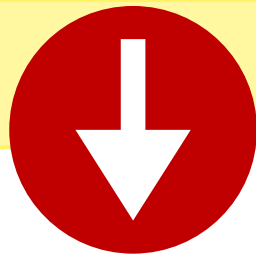
The data reveals in the last 12 months **43.5% of ethnic minority staff experienced harassment, bullying or abuse from patients, relatives or the public**. This marks a **deterioration on last year's findings** which stood at 42.0%, demonstrating staff face ongoing challenges in this area.

White staff have seen an improvement although are still experiencing a high level of incidents. However, the difference between white staff and ethnic minority staff is closing, moving from 11.9% to 7.7%. The Trust is working hard to put in place measures to ensure we create a safer and more respectful environment for all staff members through zero tolerance policies, where colleagues are supported to step away from such situations and encouraging the increased use of body worn cameras.

Indicator 6

Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months

Legend: Ethnic minority ● White ●

Chart — Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months (2021–2025)

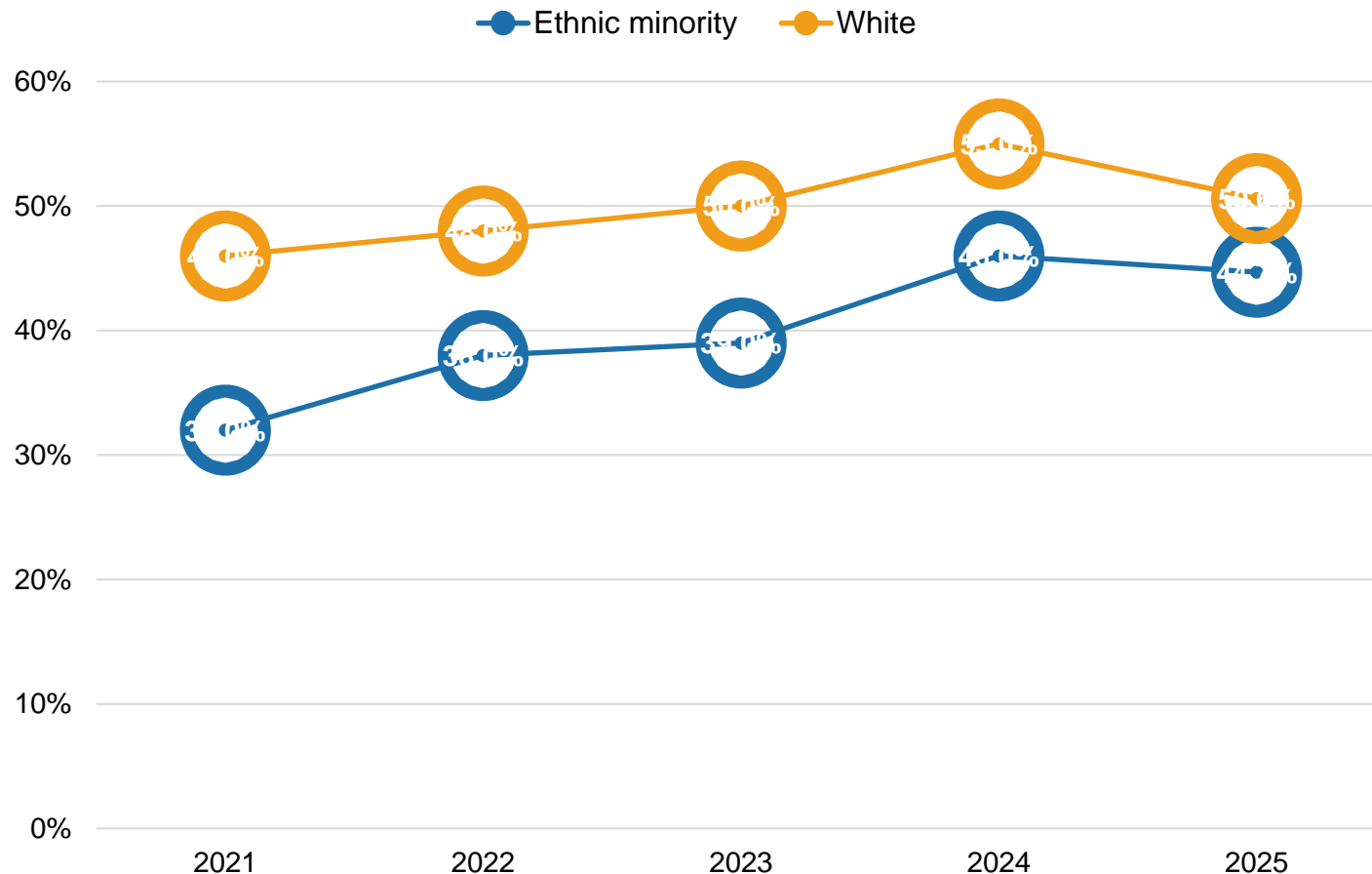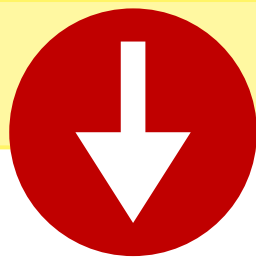| Year	Ethnic minority	White
2021	31.6%	24.0%
2022	23.8%	23.8%
2023	25.1%	23.6%
2024	24.0%	22.0%
2025	23.0%	20.0%

The data reveals in the last 12 months there has been an improvement for both groups in this category. **23% of ethnic minority staff experienced harassment, bullying or abuse from other staff members**. This marks **an improvement on last year's findings** which stood at 24%**.** However the difference between the groups has increased this year with 20% white colleagues reporting such incidents. This demonstrates an ongoing **positive trend over the last few years** however still shows the disparity in experiences between ethnic minority and white staff**.**

The Trust has a zero tolerance approach to bullying and harassment. We have continued with targeted training for all staff and to raise awareness of the behaviour expectations from our colleagues as defined in the anti-discrimination and anti-racism charters. We have provided mechanisms to report freely and offered specialist support for teams and individuals, which will continue in the coming year and we hope to drive this down further.
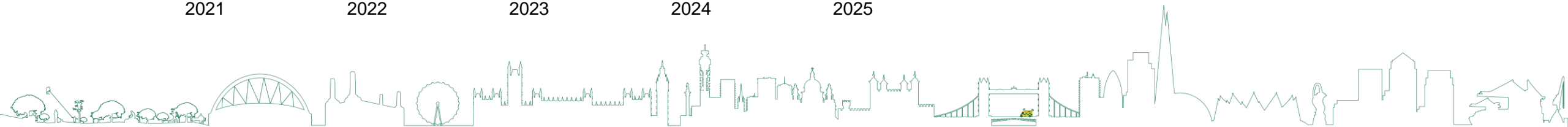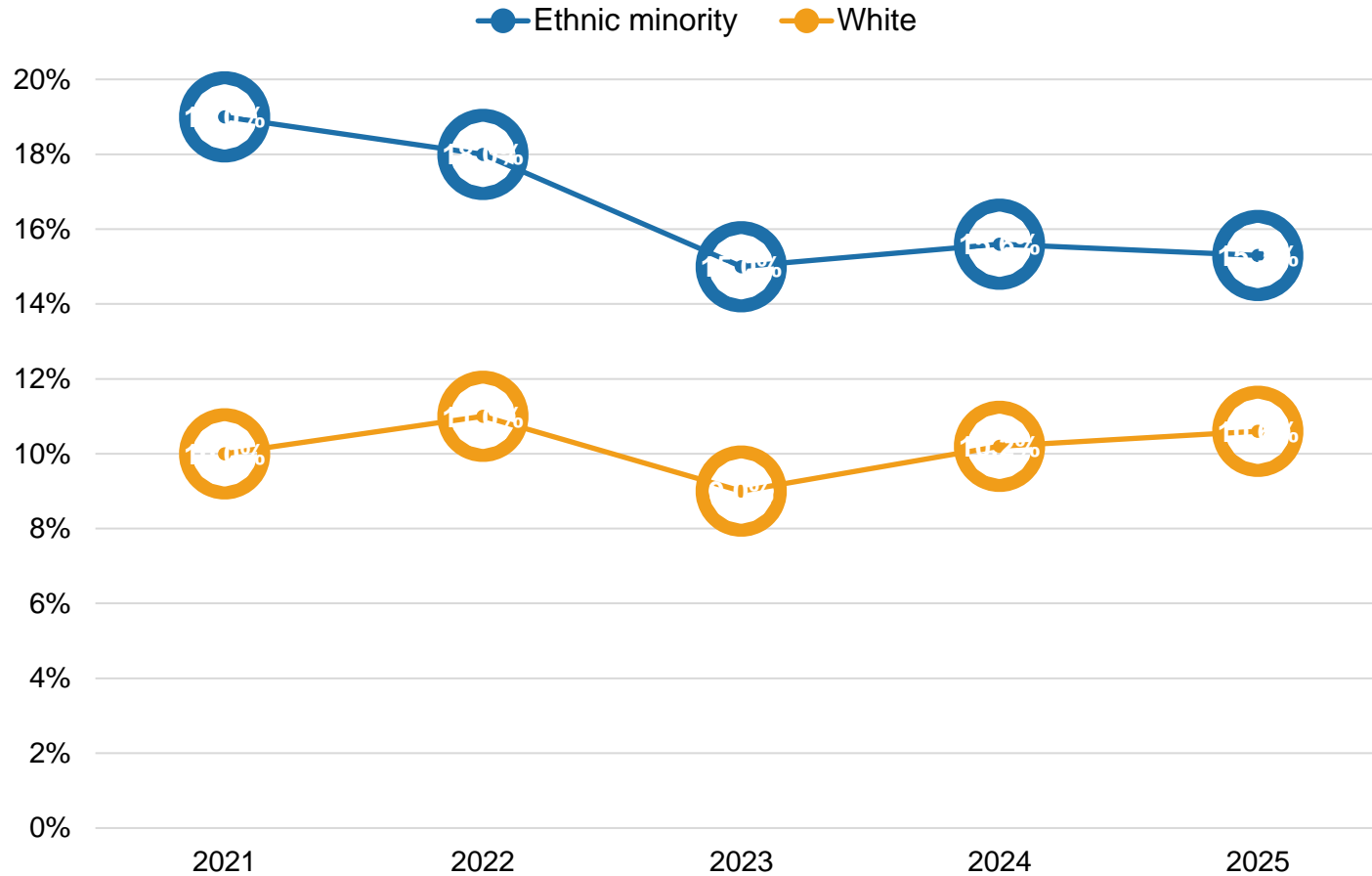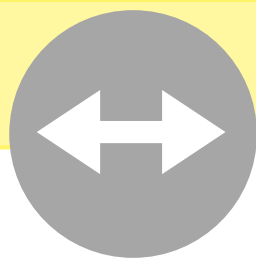
Indicator 7

Ethnic minority ● **White** ●

The data reveals the **percentage of ethnic minority staff who believe the Trust provides equal opportunities for career progression and promotion is 44.7%.** The corresponding figure for white staff is 50.6%. Though both groups have decreased this year, there remains a general **positive trend over the last few years** and the gap between the groups has decreased.

The Trust will be looking at improving the communications about support available for staff, importantly do more to raise awareness of the opportunities available and support all staff to progress.
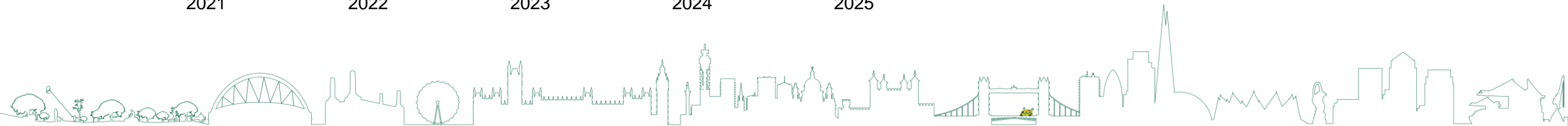
Indicator 8

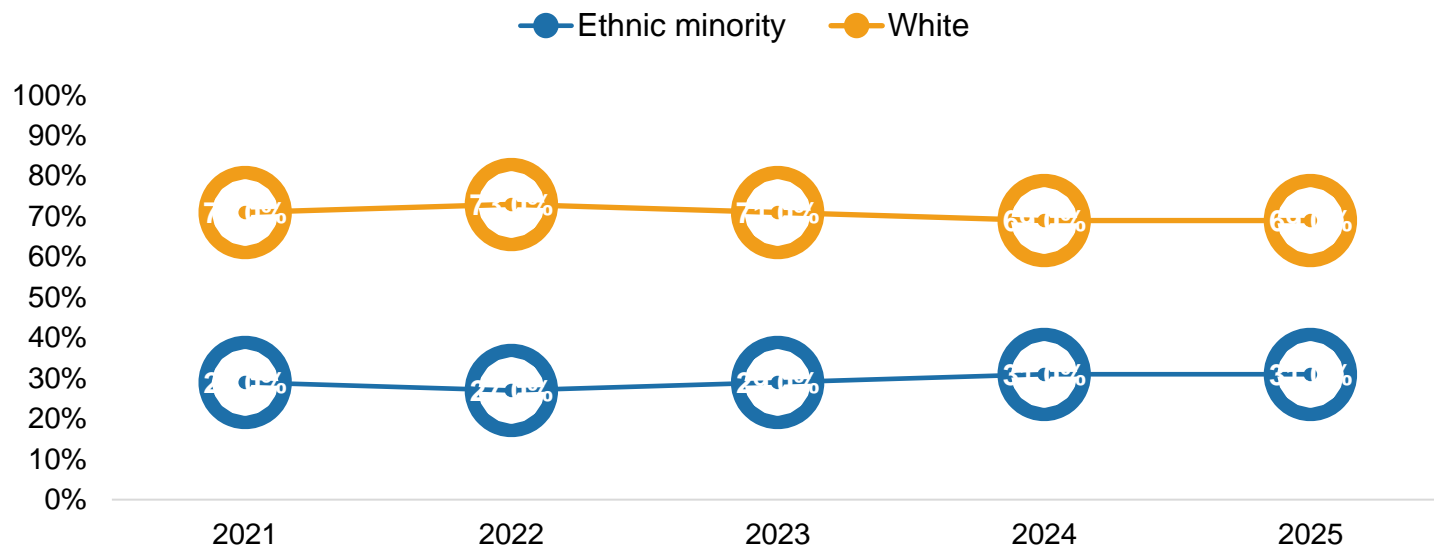**Ethnic minority** ● **White** ●

15.3% of ethnic minority staff personally experienced workplace discrimination from managers, team leaders or colleagues in the last year. This is a similar position to the previous year where it was 15.6%. Data relating to white staff showed slight deterioration at 10.6% from 10.2% the previous year and there is a **positive trend for ethnic minority staff over the last few years.**

Having awareness of these unacceptable behaviours is critical and addressing this remains crucial to foster an inclusive and respectful work environment for all. We will continue to support staff to speak up and ensure there is robust training and processes in place to support colleagues. We have also ensured our anti-discrimination and anti-racism charters are an integral part of the 'Referral to Resolution' process and hope to see ongoing improvements in this area.

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Indicator 9

Percentage difference between the Organisation's Board voting membership and its overall workforce.

Year	Percentage
2021	29%
2022	27%
2023	29%
2024	31%
2025	31%

Ethnic minority — White

Legend:
- Ethnic minority
- White
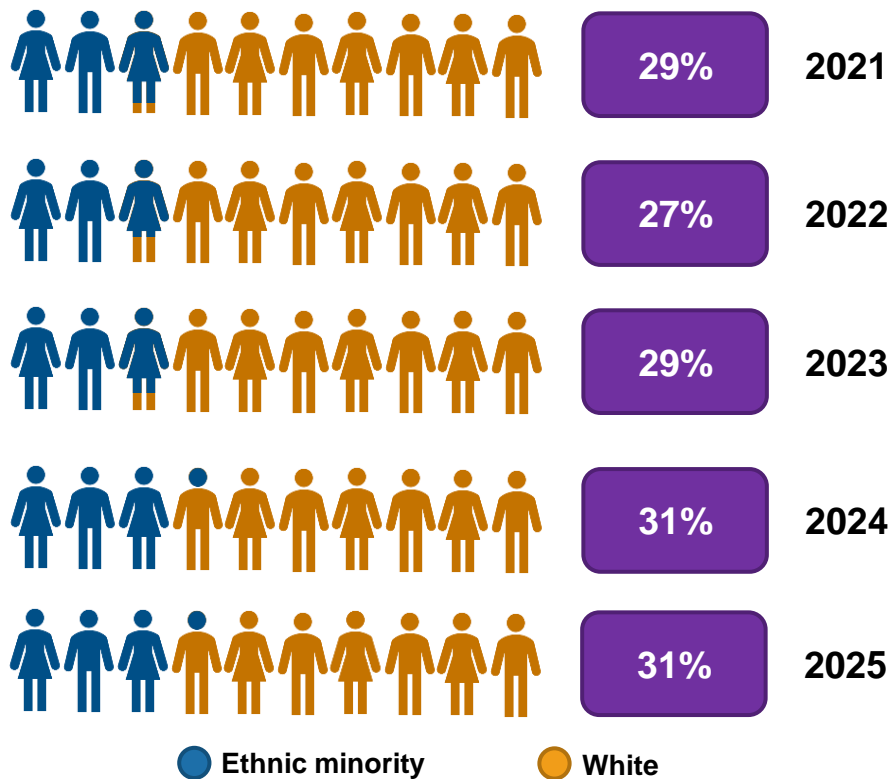
The data indicates that **ethnic minority staff constitutes 31% of the Trust Board's voting membership**, which is 6% higher than the ethnic minority staff makeup of the overall workforce. This is has **remained consistent over the last few years.**

We remain committed to diverse representation at the leadership level and to drive inclusive governance, allowing ethnic minority individuals to be represented and contribute towards decision-making and drive a more inclusive culture.

Summary and next steps

This report shows the progress we are making against the WRES, which focuses on the experiences of people from ethnic minority communities. It highlights where progress has been made, where stronger focus and interventions are needed and how we plan to drive the best outcomes and create a level playing field for ethnic minority staff.

We have made **good improvements against three of the WRES indicators** in 2025, a **deterioration in three indicators** and **no change in three indicators**. Our WRES findings show we need to do more to close the disparities between ethnic minority and white staff, but in some areas we are making good progress. This is particularly significant in Indicator 2 where we are pleased to see a marked improvement and will work hard to sustain this.

There are a range of positive action initiatives that have been put in place already, including targeted training programmes, ensuring our new Anti-Racism Statement and Anti-Discrimination Charters form part of our 'Resolution to Referral' process and the introduction of the Stepping Up Support Package and use of Independent Panel Members. The findings indicate that these interventions are making a difference and we will work to sustain and build on these in 2025/2026.

Whilst we are pleased to see the improvements, we recognise we still have a long way to go to ensure our ethnic minority staff are treated equally and have the same opportunities to progress as their white counterparts. We will continue to drive improvements in the coming year and remain committed to this.

Next Steps

Oversight of WRES will take place through the People & Culture Committee and through the cross-directorate EDI Implementation Group. The EDI Implementation Plan has been updated to focus on areas of importance to WRES:

- **Deliver leadership commitments which support this work via localised EDI action plans and leadership objectives.**
- **Sustain positive action initiatives to close the gap between ethnic minority and white applicants in recruitment**
- **Deliver in house CELC training including a focus on key aspects of WRES.**
- **Continue to reduce the disparity between ethnic minority staff being entered in to disciplinary processes.**

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Summary of WRES action plan

The WRES actions are presented below and align to our business plan deliverables for 2025/26:

'Increase the representation of under-represented groups in the roles of Assistant Ambulance Practitioner, Incident Response Officer, Emergency Resource Dispatcher, and Clinical Advisors in the Clinical Hub (CHUB)'

Desired outcome	Actions	WRES Indicator(s)
Wider organisation inclusion culture shift, driven from leadership	• Track and monitor the impact of all objectives set by ELG • Share data packs relating to WRES routinely with leaders to inform localised action plans • Bring diverse voice/influence to planning and decision making through the Inclusion Board and staff networks	3, 4, 5, 6, 7, 8 and 9
Recruiting fairly and closing the gap between ethnic minority and white applicants	• Sustain and strengthen positive action initiatives to review, identify and change interview processes where barriers are identified, with focus on IRO, ERD, AAP and CHUB • Strengthen awareness and uptake of the 'Stepping up Support Package' • Review Band 7 and above unsuccessful internal recruitment and offer targeted support to help the progression from underrepresented colleagues	1, 2, 7, 8 and 9
Anti-discrimination and anti-racism charter widely understood, adopted and creates an inclusive and fair culture	• Develop and deliver EDI as an integral element to Centre for Excellence in Leadership and Culture (CELC) • Strengthen awareness of 2-step Referral to Resolution process relating to charters • Work in collaboration with key functions to strengthen the anti-discrimination work programme, eg: FtSU, Staff Networks and all relevant training programmes • Hear ethnic minority voices through key arenas such as staff networks and the Inclusion Board	1, 2, 6, 7, 8 and 9
Removal of structural barriers for ethnically diverse communities into paramedicine and leadership roles	• Continue targeted programmes to create internal pathways for a diverse talent pipeline • Increase awareness of training and support available, eg; LAS bursary, Women of Colour programme • Trial virtual work experience targeting underrepresented communities to develop pipeline	1, 2, 4 and 7
Ending the disparity between ethnic minority staff being entered into a disciplinary process	• Monitor measures to promote consistency across the disciplinary process • Improve recording of discrimination and disciplinary cases through the Freedom to Speak Up App InPhase'. • Deliver training and raise awareness of use of charters as part of disciplinary process • Monitor data to identify trends/patterns and share with teams	3

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Closing remarks from the LAS BME network

The BME Network is committed to supporting colleagues from ethnic minority backgrounds in LAS to have fair access to opportunities, have a good experience working in the Trust and that people are not discriminated because of who they are and where they come from.

By acting as a trusted conduit to ethnic minority communities, bringing insights, lived experiences, raising awareness of issues and bringing expertise, we hope to make a real difference.

We will also continue to celebrate the diversity within the Trust and provide education and cohesion opportunities.

We recognise that even though some progress has been made, we must do better to support our ethnic minority communities in LAS and are pleased to work with the EDI team to support positive actions.

We are the capital's emergency and urgent care responders