



**London Ambulance Service**  
NHS Trust

# Workforce Race Equality Standard

LAS Report and Action Plan – 2023/2024



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



# CONTENTS

<u>Overview</u>	3	<u>WRES Indicator 4</u>	15
<u>A message from our CEO</u>	4	<u>WRES Indicator 5</u>	16
<u>Introduction</u>	7	<u>WRES Indicator 6</u>	17
<u>Key Findings</u>	9	<u>WRES Indicator 7</u>	18
<u>Comparisons</u>	10	<u>WRES Indicator 8</u>	19
<u>WRES Indicator 1</u>	11	<u>WRES Indicator 9</u>	20
<u>WRES Indicator 2</u>	13	<u>Conclusion and next steps</u>	21
<u>WRES Indicator 3</u>	14	<u>Summary of WRES action plan</u>	22

# 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.

# A message from our CEO

Our Workforce Race Equality Standard report is crucial in helping the Trust understand and tackle the disparities between ethnic minority staff and their white counterparts. Creating an inclusive and equitable workplace is of the highest importance to the Trust, ensuring everyone is able to work to their highest potential and thrive, and that we have a workforce that is reflective of the rich diversity of the population we serve, across all parts of the organisation.

This report is but one step on our journey to address inequalities within LAS and we have made some progress against this, but recognise the work still ahead. It is great to see our representation of ethnic minority communities in the Trust grow, but we still have far to go to make sure these staff are better represented across all areas in the Trust. We can see more of our ethnic minority staff feel there are equal opportunities to progress in LAS, but this is still less than half of them – we need to do better.

It is very disappointing to see the stark differences between ethnic minority staff and white colleagues in their likelihood of being appointed from shortlisting and in entering formal disciplinary processes. There is no excuse for this and we are taking further steps to deep dive into our interview and disciplinary processes to de-bias these and reduce the disparities.

We have a strong and comprehensive work programme in place to address the many challenges shown in this report. It is a difficult journey but we are committed to making longstanding change to better the experiences of our ethnic minority staff. It is fair to say that culture change programmes take time – they are complex and require a lot of mechanisms to work. Although we have far to go, I am confident the work we have already put in to shift the dial is a strong foundation to becoming a more diverse and equitable workplace.



The capital's emergency and urgent care responders.



**Daniel Elkeles**  
**CEO, London Ambulance**  
**Service NHS Trust**



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

# A note 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 to support positive actions.*



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

# 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.**



# Introduction

This Workforce Race Equality Standard (WRES) report provides key insights to the experiences of ethnic minority workforce in the London Ambulance Service. The data shows where we are making good progress in achieving our ambitions in creating a fair and inclusive organisation, and indeed highlights where we need to add focus and energy to create equitable experiences and outcomes for colleagues.



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:

- **Anti-discrimination statement and anti-racism charter developed and published – a firm commitment to zero tolerance.**
- **Targeted recruitment programmes implemented aimed at ethnic minority communities both internally focussed and external – aligned directly to the findings and recommendations from independent report**
- **A deep dive into disciplinary processes completed in response to WRES Indicator 3 and interventions established.**
- **By the end of March 2024, 62% (~5,200) of staff had completed the ‘Tackling discrimination and promoting inclusivity’ training – setting the foundations and important learning.**
- **Reducing bias in recruitment and interview processes through Independent Panel Members programme (30+ currently recruited)**

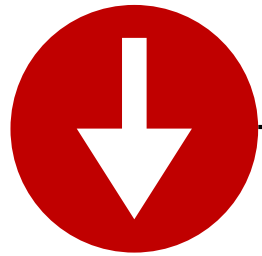
This achievement snapshot demonstrates just part of the journey and the findings in this report shows there is so much more to do, which will require ongoing dedication, genuine commitment and proactive interventions. Culture change programmes and complex transformation relating to EDI take time. Many of the interventions are new as of this year and whilst we are seeing positive change, some of the benefits will only start to be realised in the coming years and will set the foundations for a fairer future.



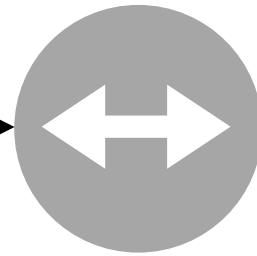
**We are the capital's emergency and urgent care responders**

# Understanding the findings

## Direction of travel



Deterioration

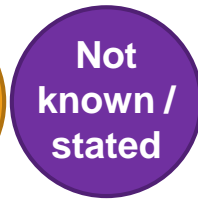
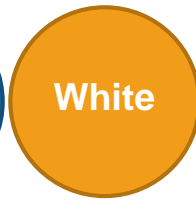


No significant change



Improvement

## Key



Metrics 1 - 4 and 9 are a snapshot of our workforce data from 31 March 2024, while Metrics 5-8 are taken from the NHS Staff Survey, conducted in Autumn 2023.

## 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?



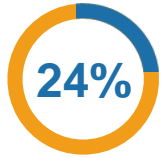
**We are the capital's emergency and urgent care responders**



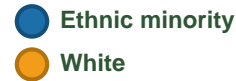
# Key findings

Metrics 1-4 and 9 are a snapshot of our **workforce data** from 31 March 2024, while Metrics 5-8 are taken from the **NHS Staff Survey**, conducted in Autumn 2023.

## 1. Staff Representation



of our workforce has identified themselves as an ethnic minority



## 2. Shortlisting

White applicants are

**2.0X**

more likely to be appointed from shortlisting



## 3. Disciplinary

Ethnic minority colleagues are

**2.0X**

more likely to enter the formal disciplinary process



## 4. Training

White applicants are

**1.22X**

more likely to be access non-mandatory training and CPD



## 5. Bullying from public

**42.0%**

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



## 6. Bullying from staff

**24.0%**

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



## 7. Progression

**47.5%**

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



## 8. Discrimination

**15.6%**

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



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

# Comparisons

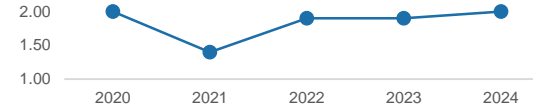
Metrics 1-4 and 9 are a snapshot of our **workforce data** from 31 March 2024, while Metrics 5-8 are taken from the **NHS Staff Survey**, conducted in Autumn 2023.

## 1. Staff Representation ↑



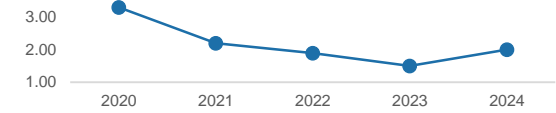
Last year (2023): 21% This year (2024): 24%

## 2. Shortlisting ↔



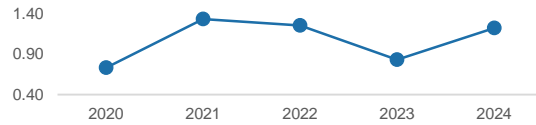
Last year (2023): 1.9 This year (2024): 2.0

## 3. Disciplinary ↓



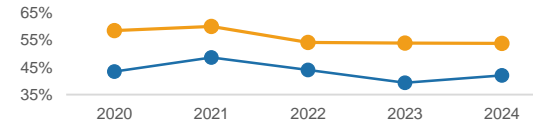
Last year (2023): 1.5 This year (2024): 2.0

## 4. Training ↓



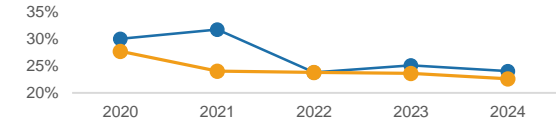
Last year (2023): 0.83 This year (2024): 1.22

## 5. Bullying from public ↓



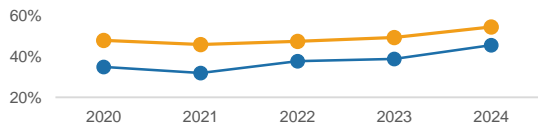
Last year (2023): 39.3% This year (2024): 42%

## 6. Bullying from staff ↔



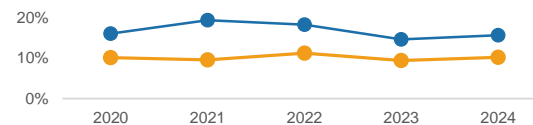
Last year (2023): 25.1% This year (2024): 24%

## 7. Progression ↑



Last year (2023): 38.9% This year (2024): 45.7%

## 8. Discrimination ↔



Last year (2023): 14.6% This year (2024): 15.6%

## 9. Trust Board ↑



Last year (2023): 29% This year (2024): 31%



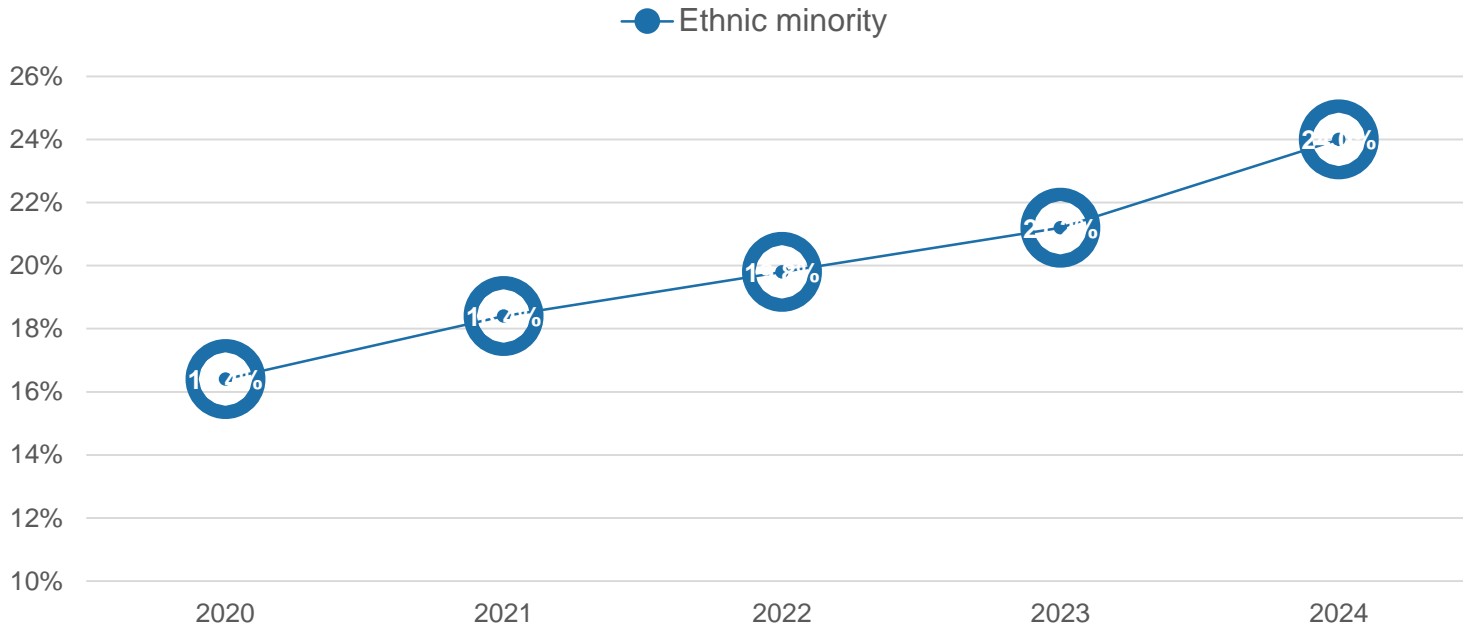
**We are the capital's emergency and urgent care responders**

# 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.



## Proportion of workforce identifying as an ethnic minority (%)



Data shows we are making good progress in increasing the representation from ethnic minority communities, with an almost 3% increase taking our workforce to 24%, meaning **almost 1 in every 4 members of staff are now from an ethnic minority background**. This is a **positive trend over the last few years**, with increased representation over time.

More work needs to be done to further close the gap and ensure better representation at all levels. This is an exciting change and it remains of huge importance to us to have a workforce that is representative of London, to align with our values of providing and mission to provide the highest quality care, in the best way and contributing to Londoners having the best health outcomes in the world.

	2020	2021	2022	2023	2024
White	82.1%	80.1%	77.5%	75.9%	71%
Ethnic minority	16.4%	18.4%	19.8%	21.2%	24%

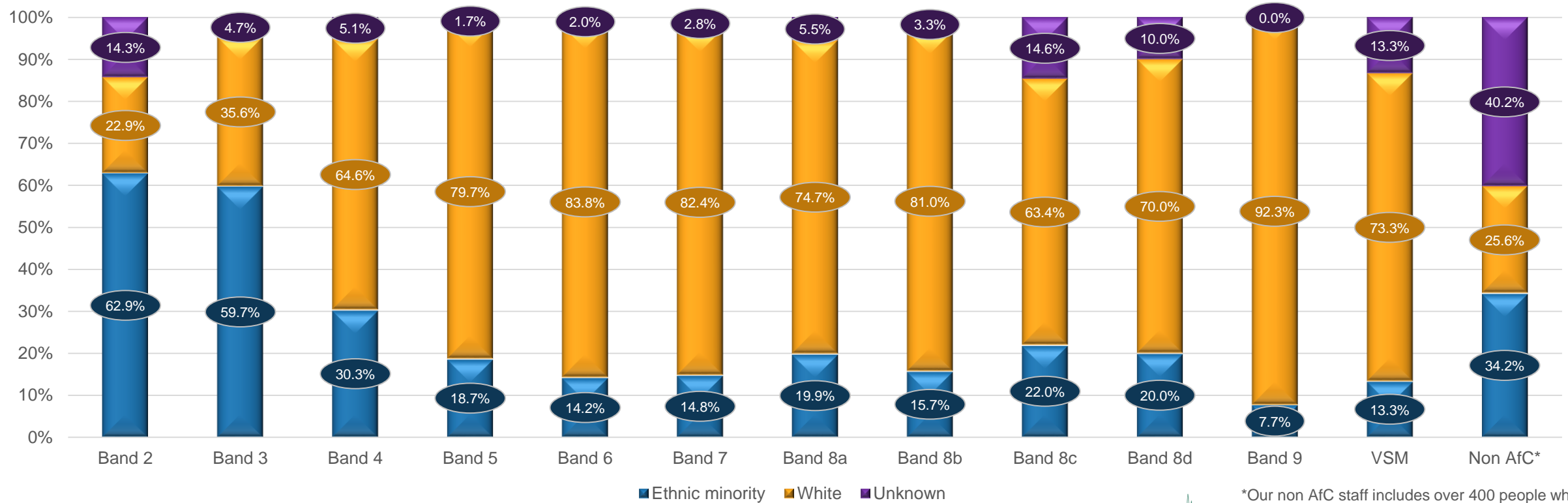
# Indicator 1

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, with a large overrepresentation in the lower bands and underrepresentation in the upper bands. To note, those at VSM level represent a very small number of staff (15 people).



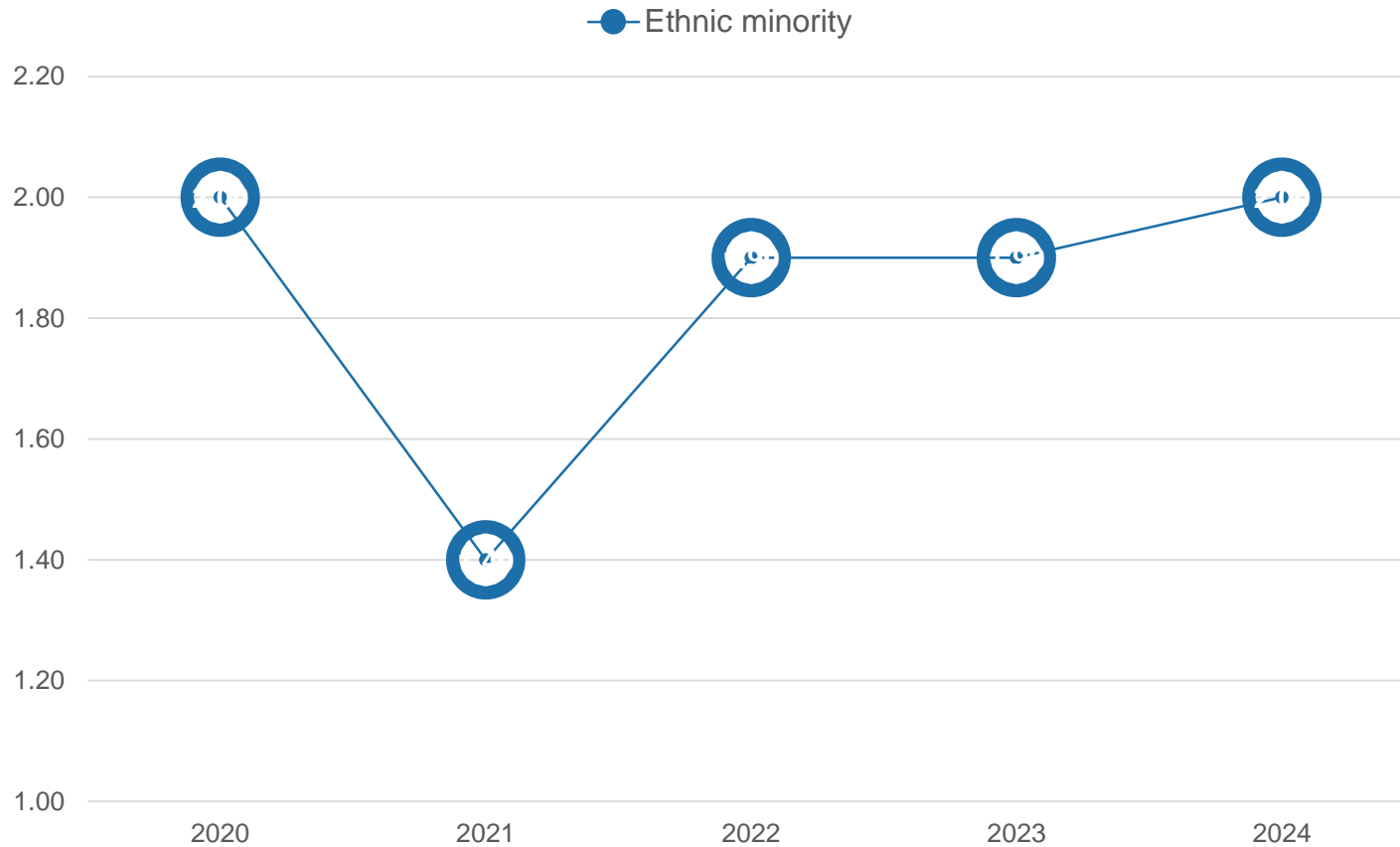
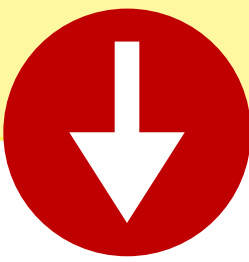
\*Our non AfC staff includes over 400 people who prepare frontline vehicles for operational duties



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

# Indicator 2

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



The data indicates that **white applicants are twice as likely to be appointed** from an open recruitment process than someone from an ethnic minority community. There has been a **slight deterioration** of 0.1 and whilst this is a nominal change it is something we take seriously and are investing time and resource in to redress. Though there has been a deterioration in comparison to last year, we have **remained consistent over the past few years and suggests longstanding issues.**

There has been a review of recruitment practices, with a focus on language and identifying where there may be unintended barriers. We will continue to focus on debiasing our recruitment and selection processes, including through the use of Independent Panel Members and a 'Stepping up Support package' to support staff to progress.

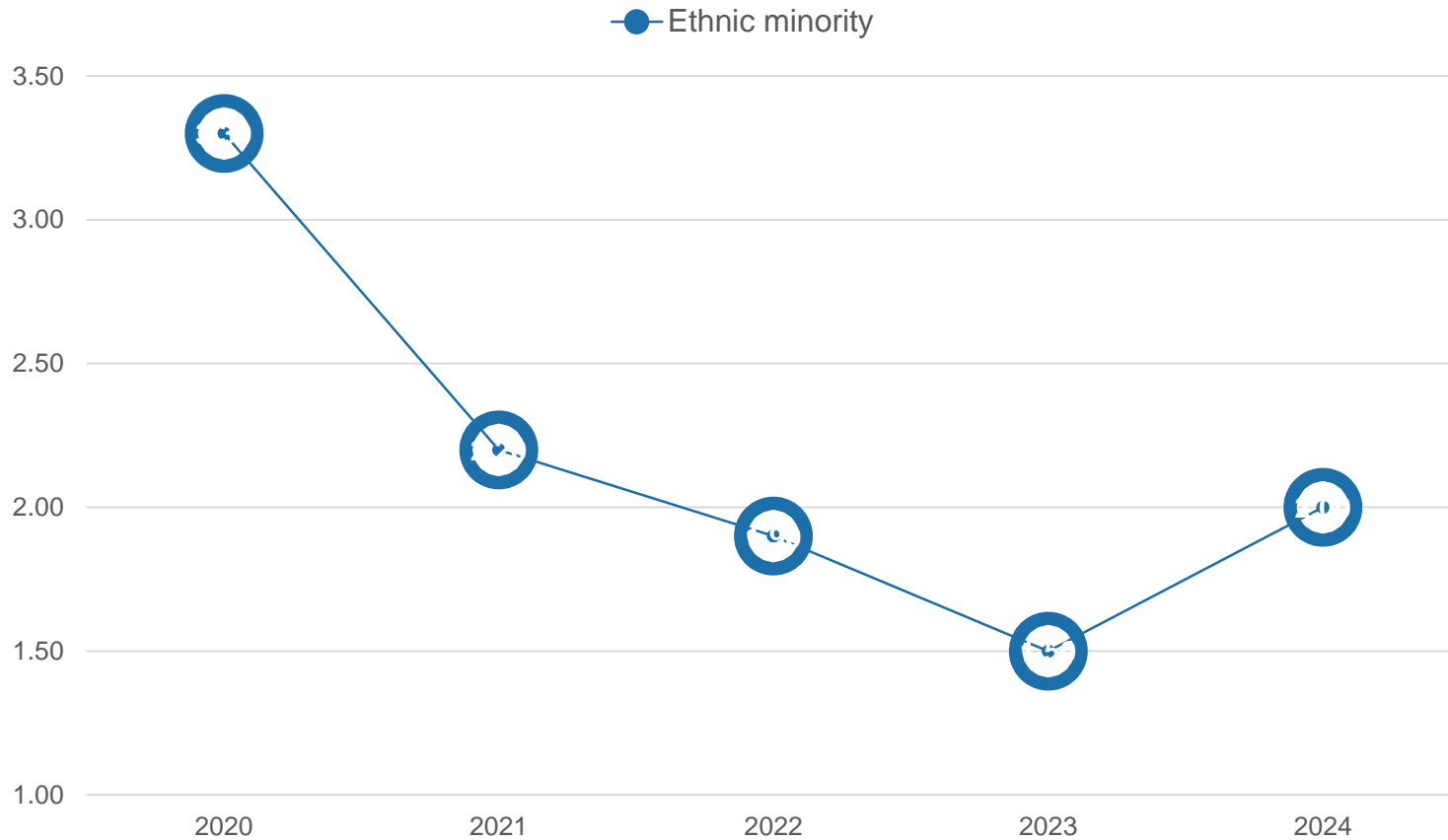
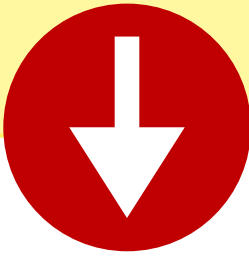
A figure below 1:00 indicates that ethnic minority staff are more likely than white staff to be appointed from shortlisting.



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

# Indicator 3

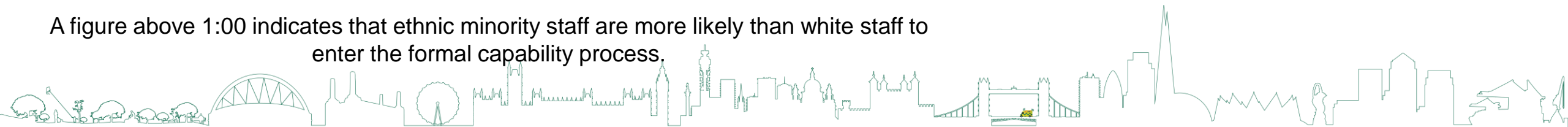
Relative likelihood of ethnic minority staff entering the formal disciplinary process compared to white staff



The data shows that **ethnic minority staff are twice as likely to be put through a disciplinary process** than their white counterparts. This is a disappointing result and demonstrates **a decline of 0.5** since the previous year. Although we have seen a decline compared to last year, we **have improved against this indicator since 2020**. These figures however remain high and suggest longstanding issues.

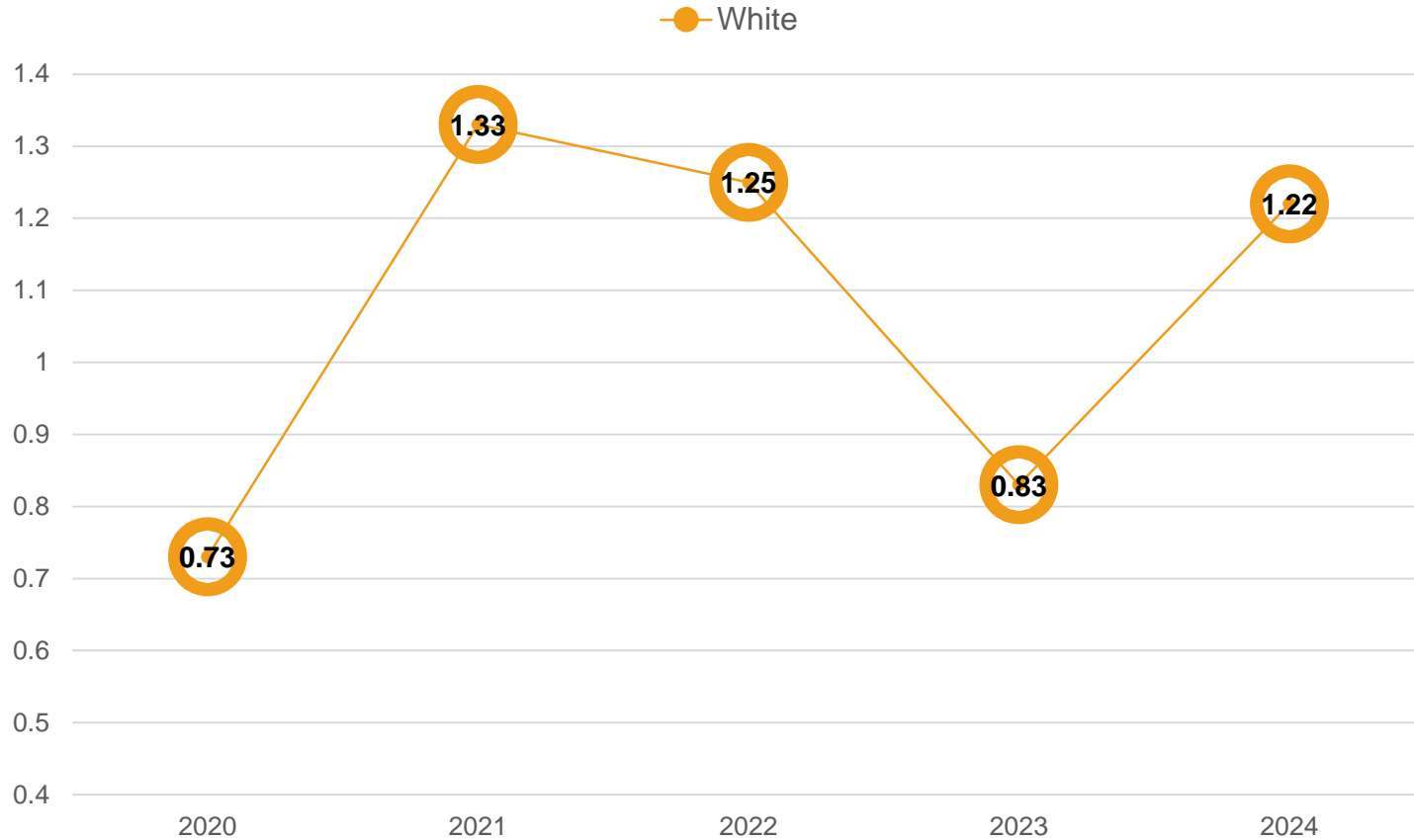
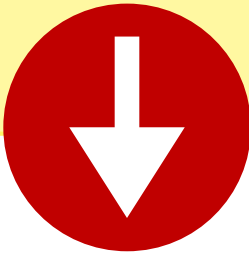
The Trust has undertaken a deep dive in to these cases to better understand why and has put in place new arrangements that ensures there is improved consistency of treatment.

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



# Indicator 4

Relative likelihood of staff accessing non-mandatory training and CPD



The data indicates that **white staff are 1.22 times more 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 where the difference was 0.83, 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**.

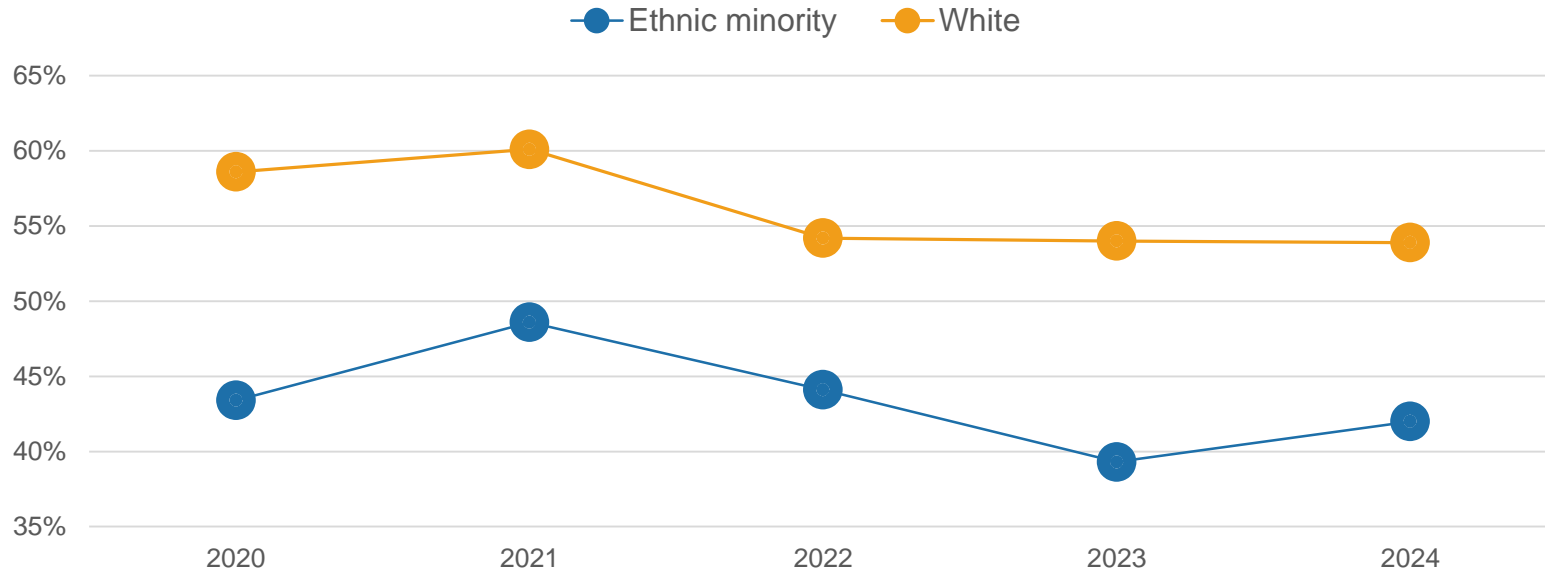
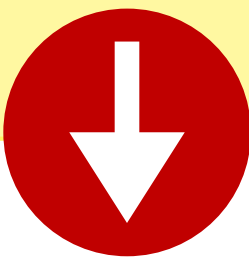
We will continue to support managers to raise awareness of our Learning and Development course catalogue for more ethnic minority staff to take up learning opportunities.

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



# Indicator 5

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



The data reveals in the last 12 months **42% 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 39.9%, demonstrating staff face ongoing challenges in this area. Although we have seen an increase from last year, there is a **positive trend over the past few years.**

White staff are telling us they are experiencing more incidents, however the difference between white staff and ethnic minority staff is closing, moving to 11.9%. The Trust is working hard to put in place measures and effort to ensure we create a safer and more respectful environment for all staff members through the continuation of training.

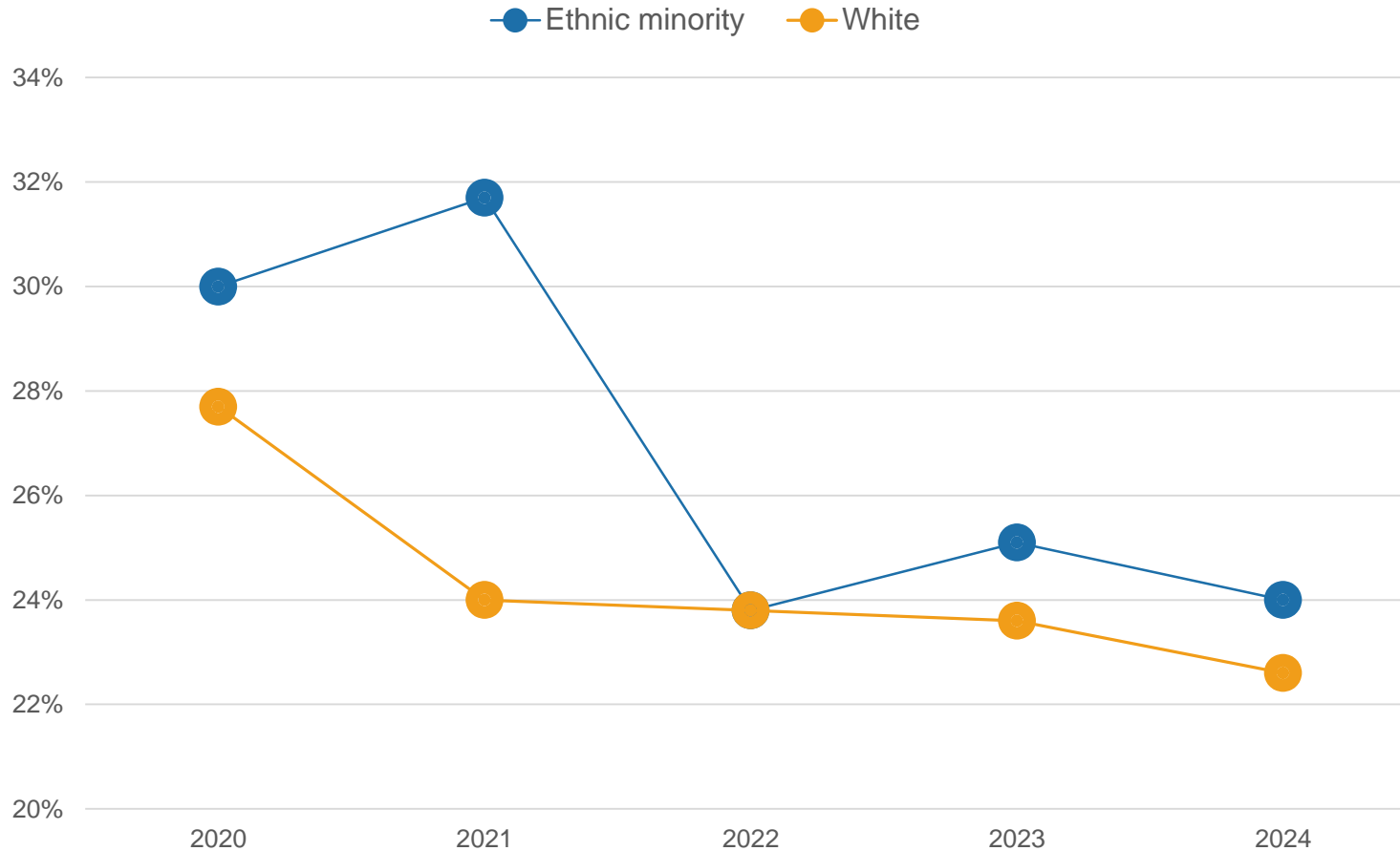
	2020	2021	2022	2023	2024
White	58.6%	60.1%	54.2%	54%	53.9%
Ethnic minority	43.4%	48.6%	44.1%	39.3%	42%





# Indicator 6

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



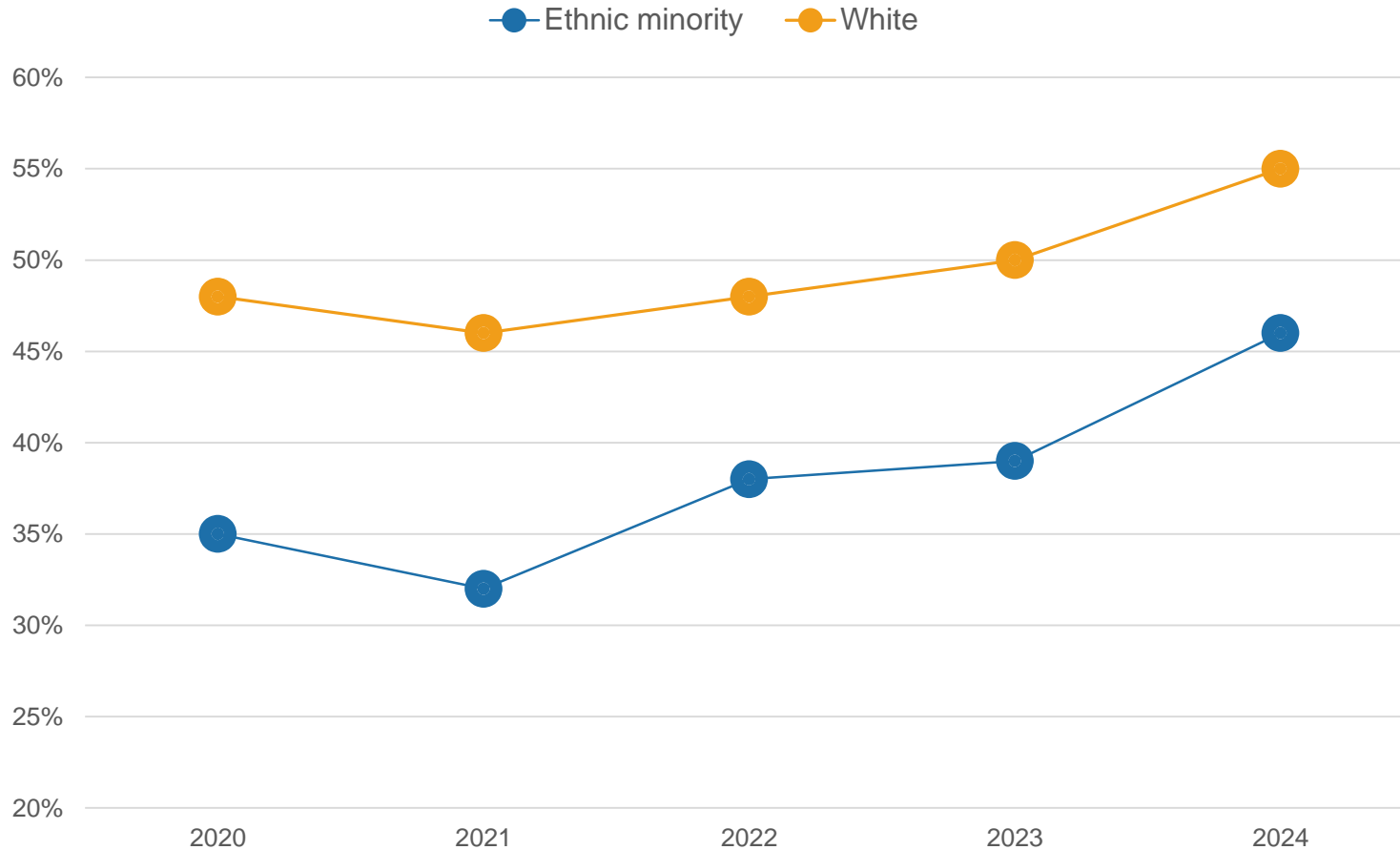
The data reveals in the last 12 months **24% of ethnic minority staff experienced harassment, bullying or abuse from other staff members**. This marks an **improvement on last year's findings** which stood at **25.1%**. White staff also reported an improvement at 22.6% down from 23.6% in the previous year. There has been a general **positive trend over the last few years**.

The Trust is taking a zero tolerance approach to such behaviours and we hope to drive this down further over the coming year through the socialising of our charters to maintain an inclusive and respectful working environment.



# Indicator 7

Percentage of staff believing that the Trust provides equal opportunities for career progression and promotion



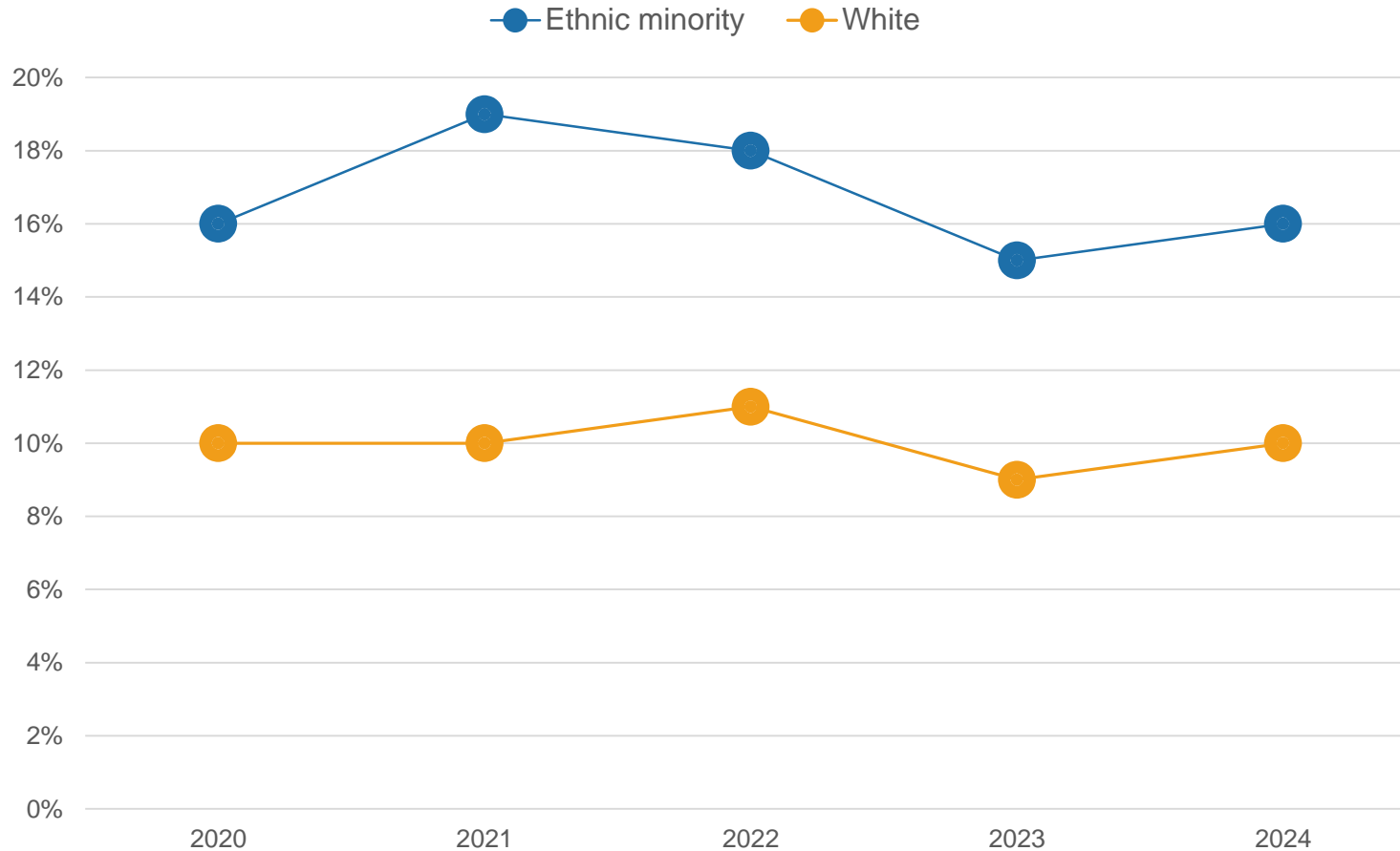
The data reveals the **percentage of ethnic minority staff who believe the Trust provides equal opportunities for career progression and promotion is 45.7%** and the corresponding figure for white staff is 54.7%. There has been a general **positive trend over the last few years.**

The positive action being taken by the Trust and scheduled activities within the work plan for the coming year will look to improve the perceptions relating to this – and importantly creating suitable opportunities, supporting staff and raising the awareness of opportunities will be a key approach.



# Indicator 8

In the last 12 months have you personally experienced discrimination at work from any of the following – Manager / Team Leader or other colleagues?



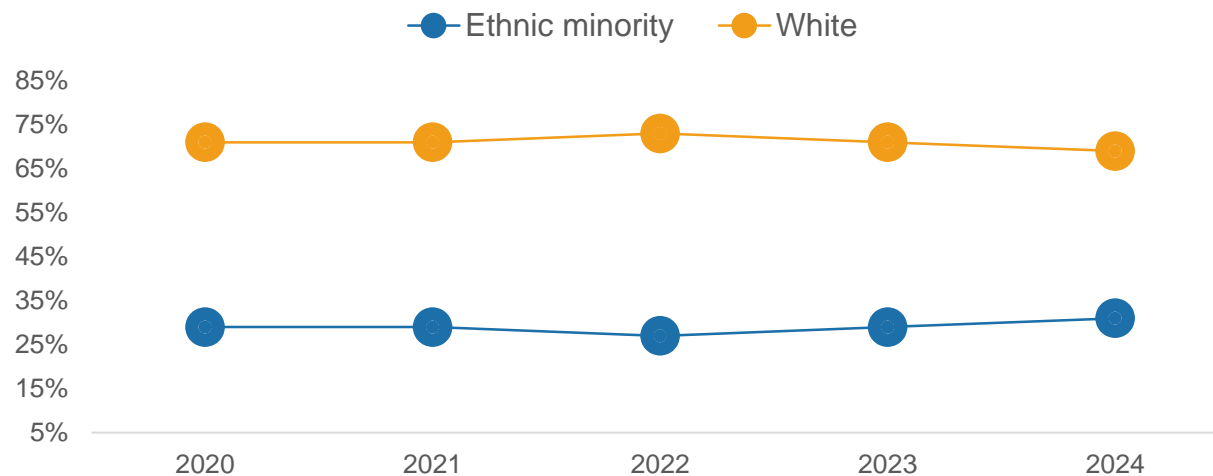
**15.6% of ethnic minority staff personally experienced workplace discrimination from managers, team leaders or colleagues in the last year.** This is a slight deterioration on the previous year where it was 14.6%. Data relating to white staff also showed slight deterioration at 10.2% from 9.4% the previous year. Although there has been a decrease in comparison to last year, this trend has remained **fairly consistent 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, and we will continue to support staff to speak up and continue socialising our anti-discrimination and anti-racism charters.



# Indicator 9

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



The data indicates that **ethnic minority staff constitutes 31% of the Trust Board's voting membership**, which is 7% higher than the ethnic minority staff makeup of the overall workforce. This is an increase from the previous year of 2% and a positive trend to see the representation increase. Although this is an increase from the last year, representation 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.



# Conclusion

This report shows how LAS is progressing 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 2024, however we have additionally seen a **deterioration in three indicators** and **no change in three indicators**. Our WRES findings show we need to do much more to close the disparities between ethnic minority and white staff.

There are a range of initiatives that have been put in place already, including training programmes and socialising our new Anti-Racism Statement and Anti-Discrimination Charter to reinforce our commitment to being an inclusive organisation. These have been aligned to respond to the WRES findings and defined as clear business plan deliverables for LAS in 2024-2025.

In conclusion, we recognise that although there have been some improvements, 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. It is our hope we will see improvements in the coming year and beyond and we are absolutely committed to this.

## Next Steps

Oversight of WRES will take place through the EDI Sub-Board Committee and cross organisational working groups will ensure delivery through these key areas of focus:

- **Organisation inclusion culture shift, from leadership to all aspects of the Trust.**
- **Recruiting fairly and closing the gap between ethnic minority and white applicants.**
- **Reaching ethnic minority communities in ways that work.**
- **Removal of structural barriers for ethnically diverse communities to enter into paramedicine.**
- **Ending the disparity between ethnic minority staff being entered in to disciplinary processes.**



# Summary of WRES action plan

The WRES actions are presented below and align to our business plan deliverables for 2024-25:

*“Increase by 10% the proportion of applicants from an ethnic minority background to jobs in ambulance operations and 999, agreeing and implementing an action plan which will include implementation of a new call handler to associate ambulance practitioner recruitment programme.”*

*“Improve the likelihood (currently 2x less likely) of Black and ethnic minority candidates being successful at interview stage, by supporting the career advancement of colleagues.”*

Desired outcome	Actions	WRES Indicator(s)
Wider organisation inclusion culture shift, driven from leadership to all aspects of the Trust	<ul style="list-style-type: none"> <li>Establish data-led accountability and objectives for all executive and extended leadership</li> <li>Deliver targeted workshops and training to all staff, particularly managers</li> <li>Assert firm organisational commitments through the anti-racism charter and anti-discrimination statement</li> <li>Continue to grow effective staff networks and identify inclusion ambassadors across the Trust</li> </ul>	3, 4, 5, 6, 7, 8 and 9
Recruiting fairly and closing the gap between ethnic minority and white applicants	<ul style="list-style-type: none"> <li>Deliver proactive positive action initiatives to review, identify and change interview processes where barriers are identified</li> <li>Roll-out of the ‘Stepping up Support Package’ and diverse support offer for ethnic minority staff</li> <li>Ensure Independent Panel Members challenge ethnicity bias</li> <li>Report on the ethnicity pay gap for the first time</li> </ul>	1, 2, 7, 8 and 9
Reaching ethnic minority communities in ways that work	<ul style="list-style-type: none"> <li>Deliver targeted recruitment events in areas of high diversity, including recruitment fairs (LAS Fest), faith-organised events and joint partner events with LFB and MPS</li> <li>Improve the LAS brand to create accessible and engaging communications for target communities</li> <li>Create diverse marketing materials, including artwork on ambulances</li> </ul>	1, 2, 7, 8 and 9
Removal of structural barriers for ethnically diverse communities in to paramedicine	<ul style="list-style-type: none"> <li>Develop and deliver targeted programmes and create internal pathways for a diverse talent pipeline</li> <li>Develop apprenticeship programmes to target diverse Londoners</li> <li>Work with universities in diversifying intake and exploring bursary schemes to incentivise ethnic minority communities</li> </ul>	1, 2 and 7
Ending the disparity between ethnic minority staff being entered in to a disciplinary process	<ul style="list-style-type: none"> <li>Conduct a deep dive in to disciplinary cases</li> <li>Introduce new measures to promote consistency across the disciplinary process</li> <li>Improve recording of discrimination and disciplinary cases through the Freedom to Speak Up App InPhase’.</li> <li>Deliver training and raise awareness of use of charters as part of disciplinary process</li> </ul>	3



**London Ambulance Service**  
NHS Trust

**Produced by the LAS Equality,  
Diversity and Inclusion Team**

**October 2024**

For further information and/or request in an alternative format,  
please contact: [londamb.edimailbox@nhs.net](mailto:londamb.edimailbox@nhs.net)



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