



London Ambulance Service
NHS Trust

Equality, Diversity and Inclusion

LAS Report - 2023/24



We are the capital's emergency and urgent care responders



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Foreword

We are pleased to present LAS's first annual equality report. Not only is this part of our public sector equality duty but is an expression of our journey and commitment in meeting our Equality, Diversity and Inclusion (EDI) ambitions. London is one of the most diverse cities on the planet, enriched by people of every ethnicity, cultural heritage and social background. Together, we aim to build a diverse organisation that represents London's diversity, that values and celebrates difference, promotes equality and prioritises the wellbeing of our people.

The Trust has entered a new phase of truly embedding EDI across every part of our service and one key aspect of this is ensuring EDI is everyone's responsibility. We are working alongside our key partners and stakeholders to create a culture where every colleague can thrive and be their authentic self, and the service becomes a welcoming employer of choice for all.

This annual report summarises our progress and achievements alongside areas for focus and further improvement. We have recently published our EDI programme framework which aims to deliver our three equality objectives for the Trust and will remain in place until 2028. These are aligned with our LAS Strategy, national policies, the NHS People Plan and the London-wide EDI strategy.

We wanted to share just a few of the many examples of key positive developments achieved already on our EDI journey, which are and will continue to make a difference in ensuring we are transforming into a fair and inclusive organisation:

- We are seeing an increase in colleagues coming from ethnic minority communities with 24% of our workforce from this demographic and as you read the report you will see how we aim to continue to increase this across all areas of the Trust.
- Our workforce data relating to disability shows experiences for disabled people are improving and this is something we will continue to focus on, as well as supporting carers of those with disabilities, through an improved reasonable adjustment processes and opportunities and with the support of our EnAble Network.
- Our gender pay gap continues to decrease and is less than 5 pence per pound for women when compared to men. This has reduced significantly over the years and again we have some targeted plans in place to continue to drive fairness in all areas for all genders in our Trust.

We hope you enjoy reading this report, and seeing the determined and multi-faceted approach LAS is taking to create an organisation where everyone feels valued, safe, respected and empowered to contribute in delivering high quality inclusive emergency and urgent care to all. We recognise there is much more to be done and remain strongly committed to this.



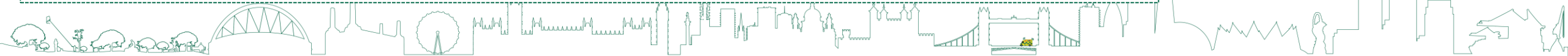
The capital's emergency and urgent care responders.



Daniel Elkeles
CEO, London
Ambulance Service
NHS Trust



Anne Rainsberry
EDI Committee Chair
& Board Member,
London Ambulance
Service NHS Trust



We are the capital's emergency and urgent care responders

Introduction

At London Ambulance Service (LAS) we are committed to fostering a diverse, inclusive and equitable environment for our workforce, patients and the communities we serve. As an essential emergency and urgent care service in one of the most diverse cities in the world, we recognise the importance of reflecting and understanding the varied needs of the people we care for.

This annual equality report, which meets the legislative requirements of the Public Sector Equality Duty, sets out a transparent overview of our progress in promoting equality across all areas of our Trust. It highlights the steps we have taken and continue to take, to ensure that every individual, regardless of their background, identity or personal circumstances, has equal access to opportunities, services and support.

Through this report we share our key objectives and plans, data on the diversity of our workforce, and initiatives we have implemented to address inequalities to create a fair and inclusive organisation.

By upholding our commitment to equality, diversity and inclusion, we strive to create a service that values and respects every person, helping to build not only a safer, fairer and more compassionate Trust, but also the city of London.



The capital's emergency and urgent care responders.



We are the capital's emergency and urgent care responders

We are the capital's emergency and urgent care responders

We aim to deliver outstanding emergency and urgent care whenever and wherever needed for everyone in London, 24/7, 365 days a year. Together, we put the values of caring, respect and teamwork at the heart of all we do for Londoners.

Who we are and what we do

We are the largest ambulance service in the UK, serving the city's nine million residents as well as those who visit from other parts of the UK and abroad.

Each year we receive more than two million emergency 999 calls and two million urgent 111 calls. We provide care to a million patients face-to-face at the scene and treat 180,000 people over the phone.

London Ambulance Service was created in 1965 and today we have over 10,000 people working, studying and volunteering with us.

Our patient-facing workforce ranges from 999 and 111 call handlers to paramedics and other ambulance clinicians as well as clinical specialists: nurses, midwives, mental health nurses, pharmacists, doctors and advanced paramedics.

Behind the scenes are the mechanics keeping ambulances on the road, the vehicle preparation teams getting every ambulance clean and stocked, the warehouse staff ensuring we have the best equipment, the medicines packing and pharmacy team providing our clinicians with the right drugs, plus all our housekeeping teams.

Alongside this are vital support functions from human resources and finance to estates and communications



Our LAS Values

Great teams don't come from structures and organograms. Great teams are created by people, working together everyday, with behaviours that role model Our LAS Values, finding ways to learn and improve together.

We are **kind** to each other, so we feel valued and seen

Caring

We **listen** to each other, so we feel heard and involved

We are **fair** with each other, so all of us can flourish

Respect

We give **feedback** to each other, so we can keep improving

We **help** each other, so together we do a great job

Team work

We **look after** each other, so everyone's wellbeing can thrive

Our LAS Strategy

Our LAS strategy 2023-28 is built from the views of our patients and communities, our employees and our health and care partner organisations. EDI is at the heart of our strategy and our commitment to being a diverse employer remains clear throughout.

The strategy outlines three key missions for LAS to achieve:

- 1. Delivering outstanding emergency and urgent care whenever and wherever needed**
- 2. Being an increasingly inclusive, well-led and highly skilled organisation people are proud to work for**
- 3. Using our unique pan-London position to contribute to improving the health of the capital**

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.”



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Our EDI Objectives

To achieve the work 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, showing our compliance with the Public Sector Equality Duty.

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.

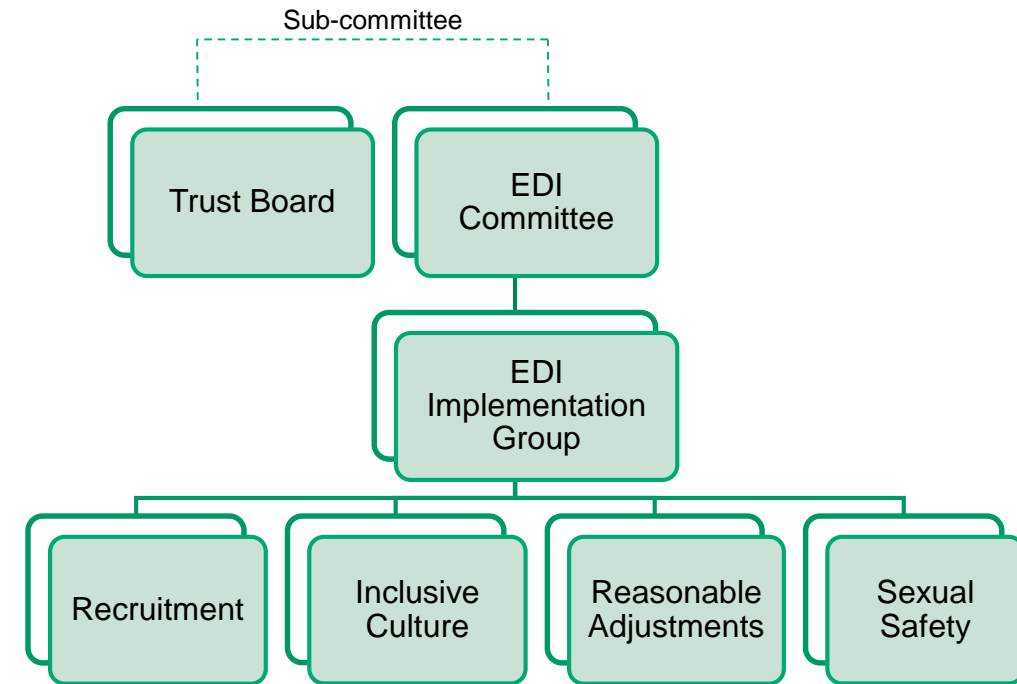


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EDI Governance and Delivery

Responsibility for the equality, diversity and inclusion programme is overseen by an EDI sub-board committee, which is responsible for ensuring the Trust is compliant and meeting all legislative and regulatory requirements, including the Public Sector Equality Duty, the publication of equalities information, compliance with mandatory reporting, CQC regulatory framework and national EDI standards.

- The EDI Committee holds the Trust to account on the delivery of the EDI objectives and improvement plan.
- The EDI Implementation Group is a cross-organisational group which brings together the managers responsible to implement the changes required across the organisation and enabling delivery against action plans to improve and embed EDI in their directorates.
- Cross-organisational working groups have been established that bring together representatives from relevant teams across the organisation, including Union representatives, to drive and take forward our strands of work. Currently, there are four working groups: recruitment, inclusive culture, reasonable adjustments and sexual safety.
- The EDI work is supported by a dedicated EDI team.



Our work in 2023/24

We have made progress over the last year and aspire to embed EDI in everything we do by creating an environment of belonging and an inclusive culture at work. Our staff networks are a crucial element in supporting colleagues through events and are growing and becoming increasingly active and hope to grow membership further.

We continue to implement positive action in our recruitment practices to support a more diverse pool of applicants. We are supporting throughout the interview process with Independent Panel Members to de-bias our recruitment and providing a 'Stepping up Support programme' for unsuccessful candidates. We are creating better pathways for our colleagues to progress to frontline and clinical roles and offering apprenticeship programmes to help our colleagues expand their knowledge, skills and competencies to develop in their careers.

We recognise that the work required to achieve our EDI objectives lies with all our colleagues and can be driven greatly by the leaders within our organisation. Through responsibility and accountability for making LAS a more inclusive workplace, we will continue to build upon the great work we have already achieved.

The following slides set our progress against our three strategic EDI objectives.

Together, we put the values of caring, respect and teamwork at the heart of all we do for Londoners

Objective 1

Foster proactively a diverse and open culture with an equitable working environment, including through staff training on discrimination and impactful staff networks

Our LAS
Tackling discrimination and promoting inclusivity

Delegate workbook

This workbook belongs to

a kind life V6 dated 6 July 2023

All content, tools and techniques are © A Kind Life Ltd 2023

We have been running “Tackling Discrimination and Promoting Inclusivity” workshops, which aim to lay the foundations for the wider EDI work and the “Our LAS culture” programme by prompting brave conversations about discrimination within the Trust (colleagues and patients) and to encourage active allyship. The workshops have been endorsed and vigorously supported by LAS leadership and have been delivered throughout the year to ~5,400 colleagues (62% of all colleagues).

Anecdotally, there has been a noticeable increase in conversations about discrimination and culture from colleagues in all areas and a drive from managers and colleagues to have further conversations and workshops locally.

We have re-designed and facilitated three new EDI training programmes for all colleagues to access via our Learning and Education Course Catalogue.

Equality,
Diversity &
Human Rights

Disability
Matters

Cultural
Competence

Objective 1

Foster proactively a diverse and open culture with an equitable working environment, including through staff training on discrimination and impactful staff networks

We developed an anti-discrimination statement and anti-racism charter and shared throughout LAS, alongside the existing sexual safety charter. This includes through inclusion in induction materials and promoting these at various ambulance stations and sites across London. All managers at LAS must read the charters and statements and commit to upholding these within the work they do.

Our data showed ethnic minority colleagues were two times more likely to be put through a disciplinary process when compared to their white counterparts.

To understand why this was happening a deep dive was undertaken into conduct cases and processes put in place to drive fairness and consistency in how managers were approaching this.

The Trust is taking steps to improve consistency of decision making. We recognise that there are issues and will be taking action to improve in 2024/25.



Anti-Discrimination STATEMENT

London Ambulance Service NHS Trust is proud to care for people who visit, work and live in our global city. We are proud to celebrate the diversity of our staff and are resolute in our commitment to provide care with compassion, respect and fairness – regardless of a person's background or situation, or how they identify. Discrimination of any form has no place in our organisation and services. We commit to supporting equity, being anti-racist, creating safe environments and tackling discrimination in all that we do.

This requires colleagues to:

1. Speak up against discriminatory and harmful language, actions and processes regarding themselves or others
2. Be active and visible allies and not a bystander to discrimination
3. Listen, reflect and act when colleagues or patients share that they feel discriminated against
4. Take steps to educate themselves and learn about the experiences of colleagues and patients who may be different to them
5. Live and uphold our core values: Caring, Respect and Teamwork and the behaviours connected to them.

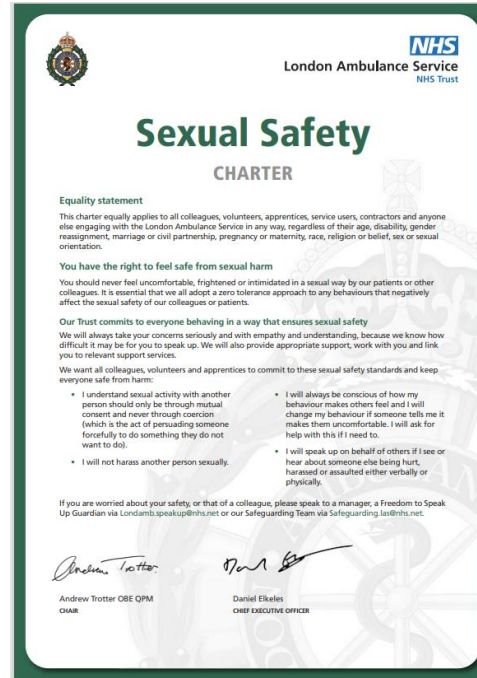
The Trust commits to:

1. Take all concerns seriously, and act on them efficiently and sensitively
2. Enabling an anti-discrimination culture, where all staff feel safe, able to speak up and that they belong
3. Eliminating discrimination and discriminatory outcomes from our processes, policies, practices and procedures.
4. Engaging with its staff communities to build trust and positive tangible change
5. Equipping and upskilling our senior leaders and managers to uphold an anti-discriminatory culture.

Andrew Trotter OBE QPM CHAIR
Daniel Ekeles CHIEF EXECUTIVE OFFICER

This statement upholds and aligns with the charters of the London Ambulance Service NHS Trust:

Sexual Safety CHARTER **Anti-Racism CHARTER**



Sexual Safety CHARTER

Equality statement

This charter equally applies to all colleagues, volunteers, apprentices, service users, contractors and anyone else engaging with the London Ambulance Service in any way, regardless of their age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation.

You have the right to feel safe from sexual harm

You should never feel uncomfortable, frightened or intimidated in a sexual way by our patients or other colleagues. It is essential that we all adopt a zero tolerance approach to any behaviours that negatively affect the sexual safety of our colleagues or patients.

Our Trust commits to everyone behaving in a way that ensures sexual safety

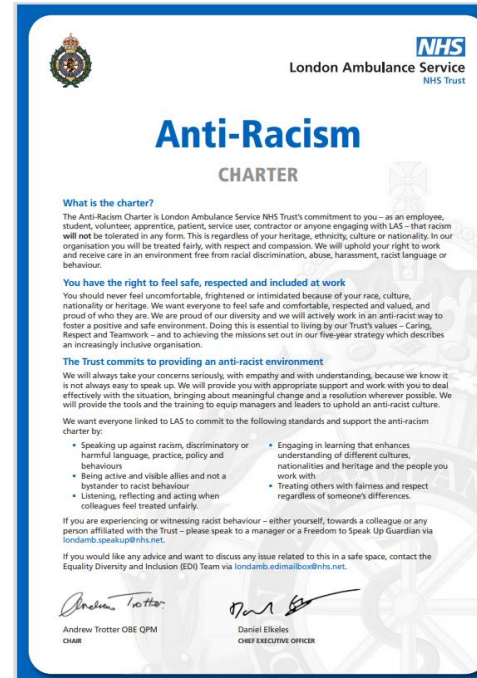
We will always take your concerns seriously and with empathy and understanding, because we know how difficult it may be for you to speak up. We will also provide appropriate support, work with you and link you to relevant support services.

We want all colleagues, volunteers and apprentices to commit to these sexual safety standards and keep everyone safe from harm:

- I understand sexual activity with another person should only be through mutual consent and never through coercion (which is the act of persuading someone forcefully to do something they do not want to do).
- I will not harass another person sexually.
- I will always be conscious of how my behaviour makes others feel and I will change my behaviour if someone tells me it makes them uncomfortable. I will ask for help with this if I need to.
- I will speak up on behalf of others if I see or hear about someone else being hurt, harassed or assaulted either verbally or physically.

If you are worried about your safety, or that of a colleague, please speak to a manager, a Freedom to Speak Up Guardian via Londonamb.speakup@nhs.net or our Safeguarding Team via Safeguarding.las@nhs.net.

Andrew Trotter OBE QPM CHAIR
Daniel Ekeles CHIEF EXECUTIVE OFFICER



Anti-Racism CHARTER

What is the charter?

The Anti-Racism Charter is London Ambulance Service NHS Trust's commitment to you – as an employee, student, volunteer, apprentice, patient, service user, contractor or anyone engaging with LAS – that racism will not be tolerated in any form. This is regardless of your heritage, ethnicity, culture or nationality. In our organisation you will be treated fairly, with respect and compassion. We will uphold your right to work and receive care in an environment free from racial discrimination, abuse, harassment, racist language or behaviour.

You have the right to feel safe, respected and included at work

You should never feel uncomfortable, frightened or intimidated because of your race, culture, nationality or heritage. We want everyone to feel safe and comfortable, respected and valued, and proud of who they are. We are proud of our diversity and we will actively work in an anti-racist way to foster a positive and safe environment. Doing this is essential to living by our Trust's values – Caring, Respect and Teamwork – and to achieving the missions set out in our five-year strategy which describes an increasingly inclusive organisation.

The Trust commits to providing an anti-racist environment

We will always take your concerns seriously, with empathy and with understanding, because we know it is not always easy to speak up. We will provide you with appropriate support and work with you to deal effectively with the situation, bringing about meaningful change and a resolution wherever possible. We will provide the tools and the training to equip managers and leaders to uphold an anti-racist culture.

We want everyone linked to LAS to commit to the following standards and support the anti-racism charter by:

- Speaking up against racism, discriminatory or harmful language, practice, policy and behaviours
- Being active and visible allies and not a bystander to racist behaviour
- Listening, reflecting and acting when colleagues feel treated unfairly.
- Engaging in learning that enhances understanding of different cultures, nationalities and heritage and the people you work with.
- Treating others with fairness and respect regardless of someone's differences.

If you are experiencing or witnessing racist behaviour – either yourself, towards a colleague or any person affiliated with the Trust – please speak to a manager or a Freedom to Speak Up Guardian via Londonamb.speakup@nhs.net.

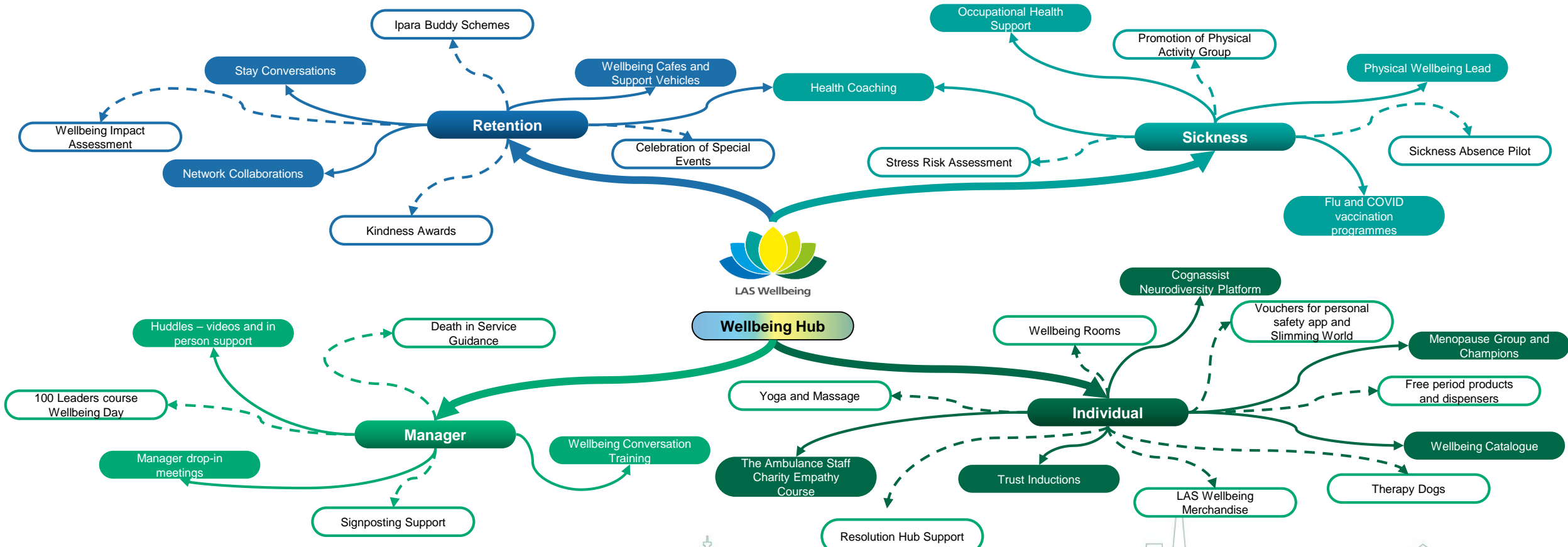
If you would like any advice and want to discuss any issue related to this in a safe space, contact the Equality Diversity and Inclusion (EDI) Team via Londonamb.edi@nhs.net.

Andrew Trotter OBE QPM CHAIR
Daniel Ekeles CHIEF EXECUTIVE OFFICER

Objective 1

Foster proactively a diverse and open culture with an equitable working environment, including through staff training on discrimination and impactful staff networks

Founded in 2020, LAS's Wellbeing Team has grown as a service taking over 3,500 calls this year from LAS employees. It has maintained a high level of colleague satisfaction, with 98% rating the service as "excellent". Contacts with the service include queries on mental health services, physical health, financial wellbeing and maternity guidance, as well as communicable diseases including Covid-19. They also provide training sessions, run support groups and hold wellbeing events.



We are the capital's emergency and urgent care responders

Objective 1

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Health & Wellbeing Framework

Do people have access to preventative interventions that encourage healthy lifestyles?

Do interventions include broader initiatives that support areas such as diet and drink choices, exercise and support with alcohol and tobacco?

Are people upskilled to support and improve their own healthy lifestyle and that of others?

LAS Wellbeing Team Priorities 2024/25:

A gap analysis comparing the NHSE Health and Wellbeing Framework with our current workstreams has led to the identification of eight key areas to expand or develop:

- | | |
|--|---------------------------------------|
| 1. Preventing & Minimising Sickness | 5. Physical Health Promotion |
| 2. Supporting year of the team | 6. Health Coaching |
| 3. Trauma Response and Mental Health Support | 7. Wellbeing Champions |
| 4. Healthy Lifestyle & Education | 8. Wellbeing Support Vehicles & Cafes |



Objective 1

Foster proactively a diverse and open culture with an equitable working environment, including through staff training on discrimination and impactful staff networks

Ensuring people can raise concerns confidentially and safely...

Freedom to Speak Up is a policy initiative aimed to create a culture where staff feel safe, supported and encouraged to raise concerns about patient safety, misconduct or any issue that could impact the quality of care or working environment. This is something of huge importance to LAS.

Over the last year, there have been a series of reviews to strengthen the national FtSU programme which LAS have been actively taking part in to enhance its provision. It has been a year of improvements and embedding, including the creation of resource packs and a larger FtSU team. We have seen a greater number of colleagues raising concerns and established regular meetings between our FtSU Guardian, CEO and the Board which provides further evidence that the Trust is seeking to take FtSU concerns as seriously as possible and take action.

While a significant portion of concerns focus on our systems and processes, a large number relate to bullying, harassment and behaviours that fall short of Our Values. FtSU has done a lot of work to build greater psychological safety, particularly to actively address concerns felt by colleagues that raising issues will have a negative impact on their career/experience.



32% concerns relating to bullying and harassment or wellbeing

26% concerns raised by ethnic minority colleagues

60% concerns raised by women



LAS staff networks

Over the last few years, LAS has benefited from staff networks that give employees of the Trust an opportunity to come together to discuss issues and interests that are of importance to them, share experiences, offer support and advocacy and influence and shape policy. They also work to ensure colleagues are given the opportunity to learn about important cultural, religious or life events that matter to the people that work at LAS and the communities we serve, ensuring our employees thrive and our services are compassionate, responsive and effective.

The Trust is supporting staff networks through funding to support with events, items and activities that help drive an effective network. In addition, sponsors from the executive team have been assigned to each network to support the work, and the chairs and key affiliates of the networks have been given weekly protected time to invest in network related activity.



LAS staff networks

It has been a busy year for the staff networks. They have been involved in cultural events, socials, parades, information sharing and involvement in wider projects and initiatives that are making a difference to colleagues, and working to create a culture of inclusivity, care and safety. It is important to the Trust that we continue to support these Networks, enhance their capabilities, and drive their ongoing growth and reach. It is also important that we support them to flex and respond to the changing needs and demands they are encountering. Each network has an executive director assigned to support them and they work together to agree plans and priorities.



We are very proud of the International Network, which is the first of its kind in the ambulance sector. Since its inception in October 2023, the membership has grown exponentially. They are the largest network with over 850 members. More importantly, the support they are offering their members is invaluable and is making a huge difference to the experience of our international colleagues. The support is based on lived experience and they are helping colleagues with settling in to the country and the Trust, navigating small practical necessities like banking, to being met and supported by a buddy, to championing more complex advocacy and policy changes relating to challenges experienced by international paramedics. The Chair of the Trust also joined the International Network and the Armed Forces Network in marking Anzac Day and laying a wreath at the Cenotaph for the first time.



The EnAbleD Network have developed and continue to grow relationships with the British Dyslexia Association, as well as ongoing support for disabled colleagues and awareness raising about different disabilities. They have additionally been raising awareness through training provided by the Royal National Institute for the Deaf. They have been strong supporters of the British Disability Forum training on raising awareness of disability in the workplace, and been involved in filming for LAS people on disability in the workplace.

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LAS staff networks



The LGBT+ Network has refreshed the Trans+ inclusion policy and additionally launched a Trans+ Peer Support Group. They have been involved in clinical work to benefit patient care e.g. Chemsex project with mental health team and APP group. Network members have spoken at many conferences to promote better LGBT+ health and raise awareness.



The Women's Network set up a recruitment drive to encourage women into underrepresented roles, including a 'women in IT group'. They have additionally attended national meeting to discuss uniforms for women during menopause/maternity and cultural uniforms. They also created a 'did you know' guide for colleagues on maternity leave, caring responsibilities and linking in with wellbeing around miscarriages.



The Armed Forces Network was formally recognised in the LAS and have been creating relationships with other NHS Armed Forces Networks and Trusts. They have additionally organised several remembrance/wreath laying services throughout London in November.



The BME Network were key in celebrating and supporting Black History Month with 'salutes' and 111 events. They have additionally worked with teams across the Trust to explore an ethnic minority colleague-specific package in recruitment and selection, along with using their lived experience to influence wider organisational work.

LAS staff networks

Our interfaith forum



The Muslim Network formed in January this year and as a result, the Trust hosted its first 'Open Iftar', creating an opportunity for colleagues to participate and step in the shoes of colleagues observing Ramadan, which the Chief Executive joined in with.



The Christian Ambulance Association is one branch of the wider network and have been consistently reflecting together with prayer meetings and share fellowship together. They have been raising awareness of their faith as part of the interfaith forum.



LAS JEWISH NETWORK
TO EDUCATE & CELEBRATE JEWISH LIFE.

The Jewish Network were formalised and celebrated Rosh Hashana for the first time across the Trust. The network also helped shape the Trust's response to the Israel/Palestine conflict and offered support to colleagues during these difficult times.



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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

An independent consultancy were commissioned to carry out a research project to review and audit LAS's recruitment practices to enable the Trust to address two key issues:

- To understand **why** people from ethnic minority backgrounds are less likely to be recruited into frontline ambulance service roles
- To identify a **talent acquisition approach** to increase the proportion of people from ethnic minority backgrounds into the frontline ambulance service and more closely represent London's diverse communities

Data monitoring and analysis

- Increase use of data to identify areas of focus and impact of interventions
- Underrepresentation of people from ethnic minority backgrounds in frontline colleagues
- Effective data monitoring and analysis is needed to measure progress against representation goals

Attraction and employer brand

- Embrace talent spotting opportunities through recruitment activities
- More engaging recruitment resources to attract and retain applicant interest

Leadership and resources

- Better coordination and leadership for interventions across LAS to increase diversity
- **Positive Action** activities to be led by a dedicated team

Pre-applicant pipeline

- Focus more energy on young people (11-16 year olds) in schools and colleges
- Influence universities to increase ethnic diversity of paramedic students
- Internal processes and culture are perceived to limit ethnic minority colleague progression

Selection

- Review longlisting criteria to support retention throughout the process
- Improvements to interview questions and training of interviewers



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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

We have developed a “Stepping Up” support package for ethnic minority colleagues who want to progress to the next career opportunity and for those unsuccessful at promotional opportunities.

The package includes:

- Signposting to internal mentoring scheme
- Interview skills training
- Support with applications
- Mock interviews

To support fair recruitment we have begun to recruit and build a trained pool of independent panel members to build capacity and confidence in interview panels to de-bias the process, provide constructive challenge and assure a fair and transparent process.

We have developed and delivered a bespoke training package to all IPMs and begun rollout of these in recruitment processes.



The ‘Safe to Say’ campaign was developed and launched in LAS, which aims to improve the completeness of workforce equality data. The main campaign ran for a month, with pop-ups on colleagues’ devices, with continued promotion throughout the year.

We reviewed our recruitment process in our Emergency Operations Centre (EOC) for bias. The review conducted considered adverts, shortlisting, assessment centres and interviews.

We introduced changes to reduce the chances of bias and will continue to address this in 2024/25.

An EDI dashboard was developed to identify themes and trends across EDI data in LAS. The dashboard provides managers with an overview of their team’s diversity and also highlights areas for improvement in data completeness.



Positive action initiatives creating career pathways

We introduced the call handler to paramedic programme. This creates opportunities for call handler colleagues to pursue a clinical career pathway, eventually becoming a paramedic.

- Enables colleagues to pursue an apprenticeship and therefore earn whilst they complete their training.
- Provides a career pathway where this might not have been available or considered.
- Improves attraction, retention and boosts morale.
- Aimed at ethnic minority colleagues, supporting them with application sessions.
- 60% of the applicants were from ethnic minority communities, exceeding the 40% target we set.

We introduced Our LAS Inclusive Response (OLIR) programme funded by the Mayor, targeted at job seekers to consider careers in LAS:

- Focused on increasing diversity for front line services so we reflect the communities we serve.
- Full support, training, coaching and interview preparation through classroom and practical learning.
- Has been seen as a life-changing experience for the long term unemployed, supporting them into careers in LAS – the benefit to individuals and London as a result of this programme are significant.



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



We have developed and published our policy and guidance on reasonable adjustments, supported by an established centralised hub and funding process to approve requests. This supports the existing Access to Work programme and Health passport to make it easier for colleagues to access support they may need in the workplace

It is really important to LAS that all individuals, particularly those with disabilities and carers of those with disabilities, can access and participate fully at work, and that we do our best to remove any barriers that may be hindering someone's ability to perform at their best.

We are committed to LAS being a neuro-inclusive employer, partner and care delivery organisation, enabling neurodiverse individuals to thrive at work and for patients to receive neuro-appreciative and sensitive services. Though we have started to make progress to be neuro-inclusive, there remains a lot to do.

We have developed a neurodiversity toolkit for managers to support them in understand neurodiverse conditions. We have additionally completed more than 250 neurodiverse assessments within LAS, with 125 managers going through reasonable adjustments training for neurodiverse conditions.



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Objective 3

Generate clear leadership accountability for action based on good management data and staff feedback, including compliance with legislation and equality standards

The key to success is making EDI an imperative for all our leaders and ensuring inclusive leadership is a core managerial skill in our organisation.

We have made a commitment to ensure all directors to have clear EDI objectives for either themselves and/or their area.

You can see some of the positive action initiatives we have taken below:

111

A transformation programme developed with a plan to review and improve recruitment processes

EOC

Reviewed and improved recruitment and selection processes to increase representation from ethnic minority colleagues, through appointing from shortlisting and internal career support package

Operations

Reviewed and improved internal promotion into managerial roles. Conducted a deep dive into why ethnic minority colleagues are two times more likely to enter disciplinary processes



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LAS EDI Team

Equity for our patients



We are the capital's emergency and urgent care responders

Our LAS patients

On a typical day in the London Ambulance Service, we treat 3,000 patients on scene or over the phone, we answer 5,700 calls in 999 and 6,000 calls in 111. On the road each day, we have approximately 400 ambulances, 80 rapid response cars, 10 motorcycles and 20 bicycles. We come together as a service to meet the needs of the 9 million people across London as the busiest emergency ambulance service in the world.

We aim to provide services that meet the needs and expectations of our patients and the public, but also to learn from them and enable them to influence our strategic direction and service developments. A snapshot of some examples of our work have been shared in this report, highlighting our meaningful patient and public involvement activity.

Each day, our clinicians typically go to:

240
fallers

Delivery of **4** babies

230
patients with
breathing problems

200
patients reporting
chest pain



28
confirmed cardiac
arrests

33
suspected heart
attacks

42
suspected
strokes



The people we serve



Working in partnership

We cover the whole of the city, the only pan-London NHS trust.

We are part of London's 5 integrated care systems (ICSs)—North West London, North Central London, North East London, South East London and South West London—which bring together health and care organisations to deliver care.

Across our ICSs we work with 5 integrated care boards, 33 borough councils, 42 NHS trusts including mental health, acute and community hospitals, over 200 primary care networks, and hundreds of voluntary sector organisations. We work closely with partners such as the **London's Air Ambulance Charity**, the **Metropolitan Police**, **British Transport Police**, and the **London Fire Brigade**.

Each ICS has a health and care strategy addressing the needs of the population which vary significantly across and within boroughs.



North West London

Population: 2.1 million

- Highest number of emergency attendances among London ICSs
- 65% of Brent's population are from ethnic minority backgrounds, the second-highest among London boroughs
- Highest number of cardiac arrests attended in Ealing
- Highest number of suspected heart attacks attended in Hillingdon
- Life expectancy is 7.2 years lower for men and 5.5 years lower for women in the most deprived areas of Hillingdon than in the least deprived areas

North Central London

Population: 1.4 million

- Barnet has the second-highest number of emergency attendances among boroughs
- Camden and Islington have some of the highest shares of under-35s among London boroughs
- Higher need in mental health services - the prevalence of mental illness in under-18s is almost double the London average
- 30% of children grow up living in poverty
- Around 200,000 people are living with a disability



North East London

Population: 2 million

- Experiences the longest hospital handover delays of all London ICS geographies
- Highest share of residents aged under 35 (52%)
- Just over half (54%) of the population are from ethnic minority backgrounds, with the highest share in Newham (69%)
- Nearly a quarter of residents live in one of the most deprived 20% of areas in England
- By 2041, the population is projected to grow by nearly 364k (17%) - this is equivalent to adding another place the size of Newham

South East London

Population: 1.8 million

- Generally older population, with 12% of residents aged over 65
- Wide difference in diversity levels, with 24% of people in Bromley and 49% in Southwark from ethnic minority backgrounds
- Third-highest rate of detentions under the Mental Health Act of any area in England
- Over 40% of children are overweight when they leave primary school
- Southwark has the third largest lesbian, gay and bisexual communities in the country



South West London

Population: 1.5 million

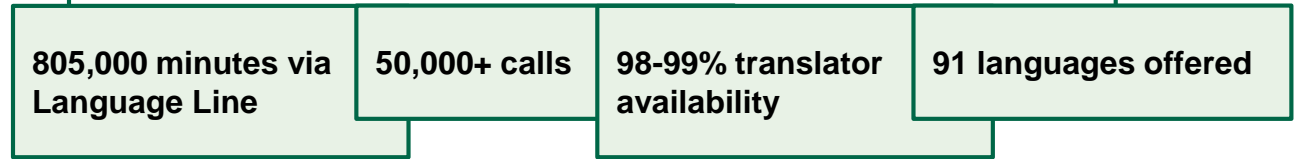
- Generally older population with 13% of residents over 65
- Lower level of deprivation compared to other London ICSs, with 7% of residents living in the most deprived 20% of areas in England
- Lower levels of diversity than other London areas, with 37% of the population from an ethnic minority background (from 20% in Richmond to 52% in Croydon)
- Cancer is the number one cause of mortality
- Croydon is London borough with highest number of suspected strokes attended

Supporting equity of access for our patients:



Language Line for our diverse communities

Language line continues to be a helpful service for our 111/999 calls, **allowing patients access to an interpreter** to facilitate clear communication between patient and call handler. However, the Trust is continuing to look for local providers to fulfil some dialect-specific needs of our patients.



Accessing 111/999 for those with hearing impairment

The service allows people with hearing or speech loss can be **instantly connected to a call with a British Sign Language (BSL) interpreter** should they need help. This means the deaf community and sign language user get the same access to LAS services as any other user.

Clinical training & support, responsive to our diverse communities

LAS clinicians have access to the Joint Royal Colleges Ambulance Liaison Committee's platform. This holds a mixture of both Trust-wide, team-specific and community-created content. The platform allows access to guides, training and support for clinical colleagues and covers a range of core skills and additional modules/areas to address key conditions and certain groups. These include, but are not limited to: **Trans+; Sickle Cell; Safeguarding/ Vulnerable Adults & Children; and various neurodivergences.** Having a resource such as this means that we can create a clinically and culturally competent workforce, with colleagues being able to offer more tailored care that is responsive to our diverse patient communities.



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Other initiatives to meet the needs of our diverse populations, for example:

Growing demand of mental health calls

Our Mental Health Team has expanded over the years to meet the growing demand on the service in relation to mental health calls to 999 and 111. Since November 2023, this team has become even more vital to the capital's mental health care with the launch of Right Care, Right Person in response to the Metropolitan Police's shift in mental health responses. The team is serviced by some of our latest EVs and works hard to **give care to people in their homes and stay out of emergency departments** and have the appropriate care where they are or within other care systems.

16% conveyance

Helped over
17,000 people

50+ team members



Reducing patient harm from "Chemsex"

LAS has introduced a harm-reduction project specifically aimed at those who engage in chemsex behaviours. Working with a third sector partner, the Critical Care APP's, the LAS Mental Health Team/MHJRC and the LAS LGBT+ Network, they have developed a new and bespoke webpage that acts as a single point of access to content offering help and advice on a broad spectrum of issues associated with chemsex. Examples include sexual health, safer drug use, chemsex first aid, crime, and support for those who are considering quitting.



Teaching life saving skills to reduce health inequalities

The LAS London Live Savers (LLS) project is dedicated to improving out of hospital cardiac arrest survival rates across the capital, to make London a safer place to live, work and enjoy. We want to address health inequalities in the incidence of cardiac arrest, bystander CPR and distribution of PADs. LLS will inspire a generation of school children to learn lifesaving skills, improve outcomes for patients, promote health education and choose a career in the LAS.

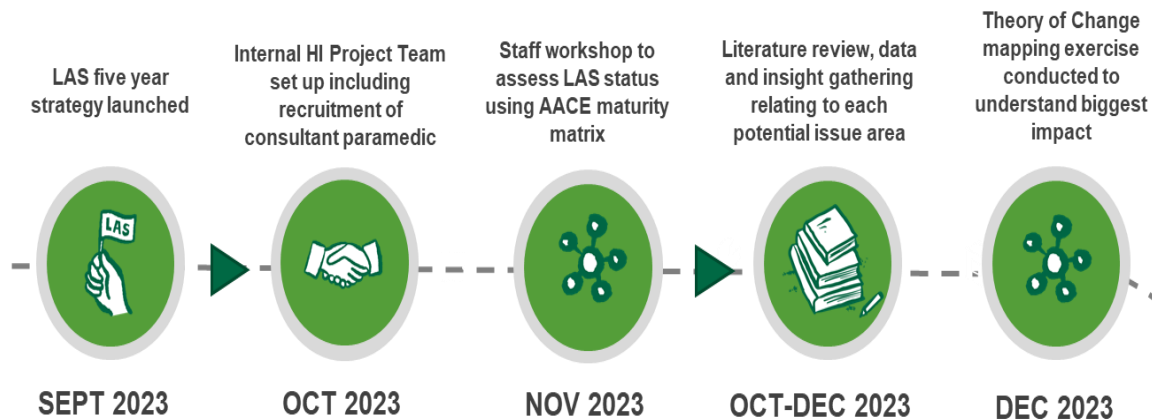
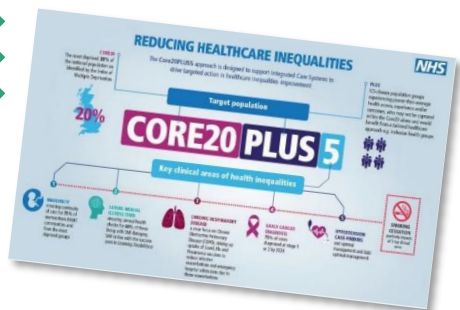
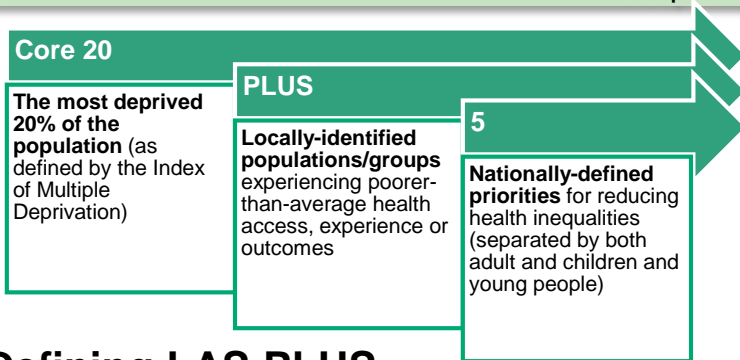
LLS prioritised boroughs with:

- Higher cardiac arrest incidence
- Lower rates of bystander CPR
- Lower survival rates
- Fewer defibrillators
- Greater deprivation
- Larger shares of ethnic minority residents

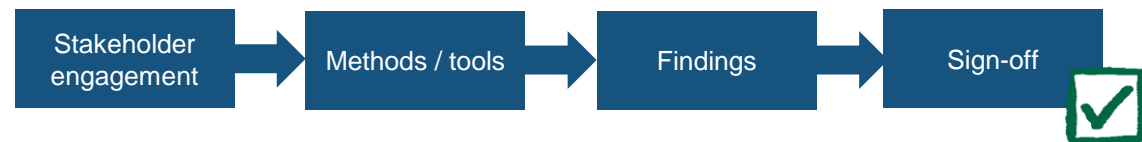
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Reducing Health Inequalities

Reducing health inequalities experienced by Londoners is one of the key commitments in our LAS five-year strategy, launched in September 2023. The Health Inequalities team at LAS has used NHS England's Core20PLUS5 framework for developing evidence-driven approach to health inequalities reduction work, to feed into a five year action plan.

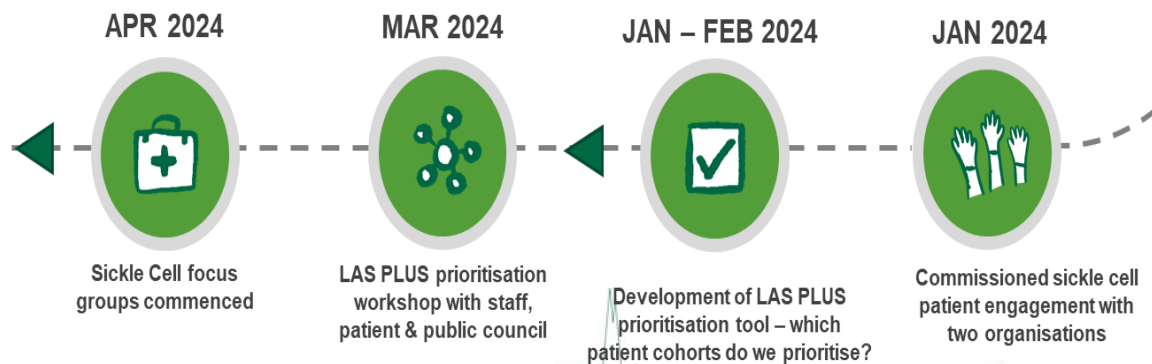


Defining LAS PLUS



A long list of potential patient cohorts identified by our colleagues and clinicians in a workshop, which were then used to scope our LAS Plus

Literature Reviews	LAS Plus confirmed: 1 • Cardiovascular Risk Management (inc Hypertension, Diabetes, Arrhythmias) 2 • Patients experiencing Mental Health crisis 3 • Maternal health (including Global Majority ethnicity and absence of ante-natal care) 4 • Patients with Sickle Cell Disorder 5 • Patients with Autism, Learning Disabilities and/or Neurodiversity. Cross cutting themes These will be underpinned by a number of cross-cutting themes
Datix Reviews	
Subject Matter Expert input	
LAS clinician and patient input	



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Reducing Health Inequalities



During 2023-24, the Health Inequalities team engaged extensively with colleagues, patient representatives, NHS organisations along with voluntary organisations, charities and social enterprises. The following priorities were identified during this scoping phase. These will be taken forward into 2024 with the creation of a Trust-wide five year 'Reducing Health Inequalities' action plan, incorporating the key themes identified below.

Core 20

The most deprived 20% of the population (as defined by the Index of Multiple Deprivation)

London Life Savers – teaching a generation of school children CPR

Public Access Defibrillators – identifying 'defib deserts' and fundraising for community equipment

Community First Responders – local responders with life-saving skills

PLUS

Locally-identified populations/groups experiencing poorer-than-average health access, experience or outcomes

1. Cardiovascular Risk Management
2. Patients experiencing Mental Health crisis
3. Maternal health (including Global Majority ethnicity and absence of ante-natal care)
4. Patients with Sickle Cell Disorder
5. Patients with Autism, Learning Disabilities and/or neurodiversity

5

Nationally-defined priorities for reducing health inequalities (separated by both adult and children and young people)

Including:

- Smoking cessation
- Hypertension case-finding
- Chronic respiratory diseases
- Asthma
- Diabetes

Wider Determinants of Health

A diverse range of social, economic and environmental factors which influence people's mental and physical health.

- Homelessness and health
- Drug and alcohol addiction
- Housing and health
- Isolation and health
- Digital inclusion
- Patients in detention

All Reducing Health Inequalities improvement plans will be underpinned with consideration of the areas below, which are relevant across all of the Core20PLUS5 priorities:

- **English language proficiency** (including adaptive communication needs)
- **Ethnicity** (including confidence accessing LAS services, health outcome disparity and care provision)
- Adapting approaches to reduce health inequalities for **Children and Young People**
- People affected by **digital poverty**

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Equity for our workforce



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Our LAS workforce

We are one of the world's busiest ambulance services. We have more than 10,000 colleagues, including volunteers and students in our Trust: around 3,300 frontline crews in ambulance stations across London, 500 people in our two 999 control rooms and hundreds of support colleagues based in our offices across the city. Together, we all play a key part in making sure that we can respond to anyone needing out help 24 hours a day, 365 days a year.

We remain committed to attracting, improving and retaining a diverse, highly skilled and productive workforce. We recognise that our colleagues must be representative of the population we serve in the most diverse global city and we have further work to do to address the gaps.

This section of the report shows the breakdown of protected characteristics within our workforce, excluding gender reassignment and pregnancy/maternity as this data is not collected, and the experience of colleagues from protected groups through our equality reports.



Workforce

Over
10,000
people working, studying
and volunteering with us



26%
Operational support
and corporate staff

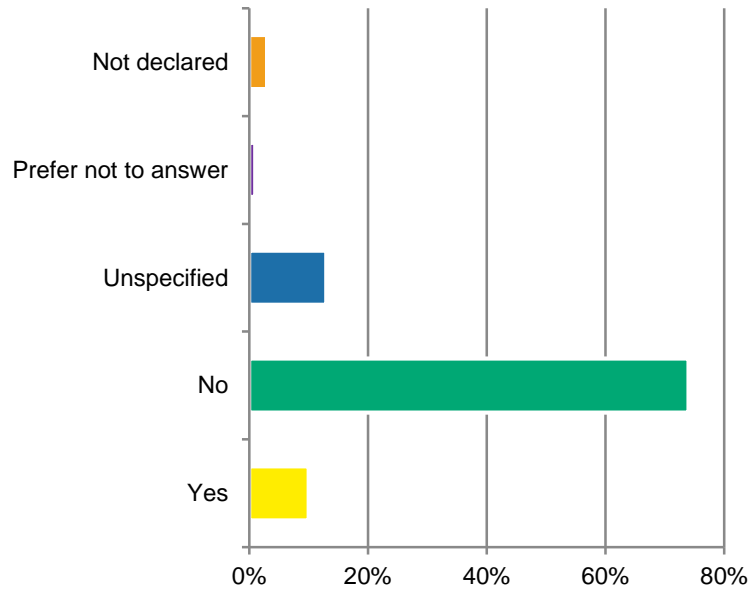


74%
Operational staff



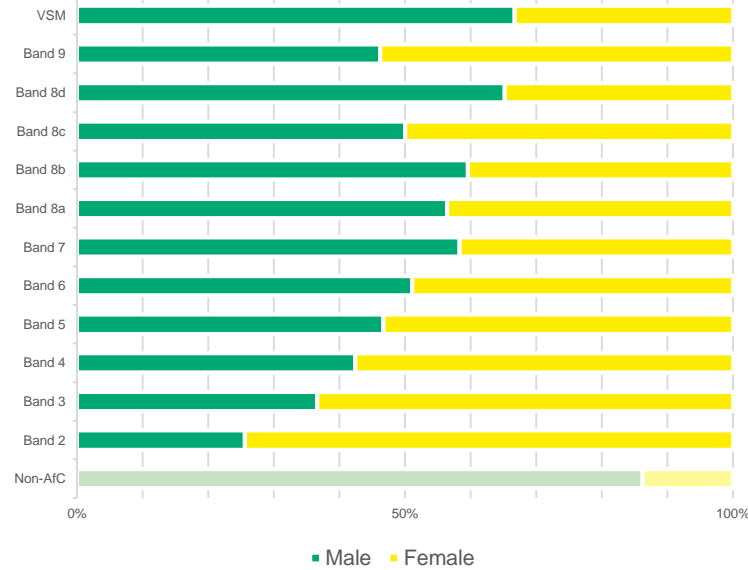
Our workforce equality information

Disability



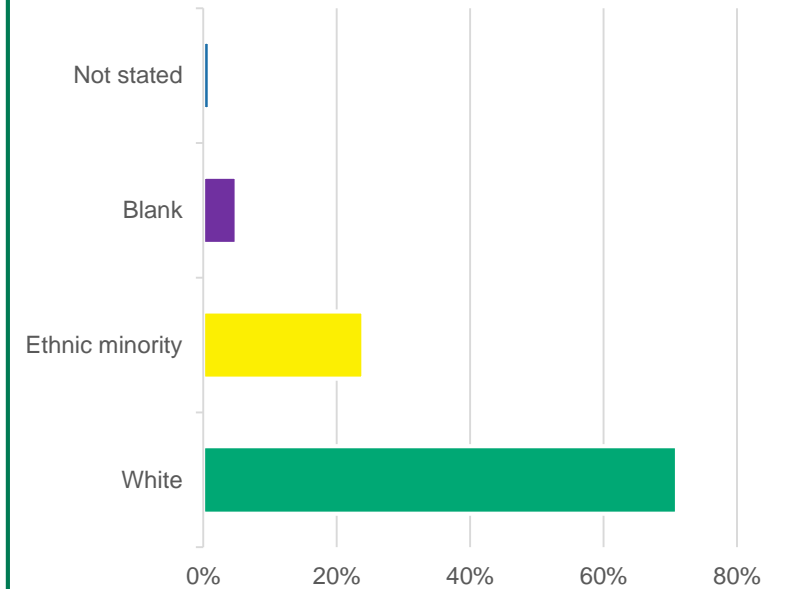
Declaration of disability and/or long-term conditions have been increasing yearly. Currently, 10% (788) of colleagues have declared they have a disability and/or long-term condition. There has additionally been a reduction in the proportion of colleagues who did not want to declare to 3% (218).

Gender identity



As of March 2024, more than half of colleagues across the Trust are female (52%, 4,232). There is a larger percentage of women at the lower band levels, and a slightly higher percentage of men at the higher band levels.

Ethnicity

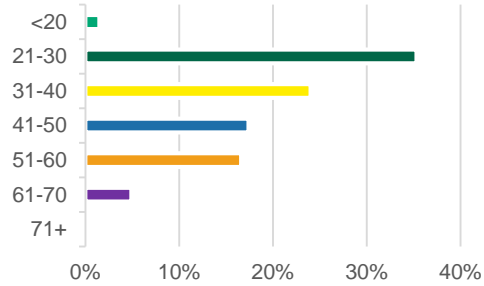


The percentage of colleagues from an ethnic minority community has increased to 24% (1,928). There has been an increase in the number of colleagues declaring their ethnicity, but there is still a large number of blank information (5%, 379)



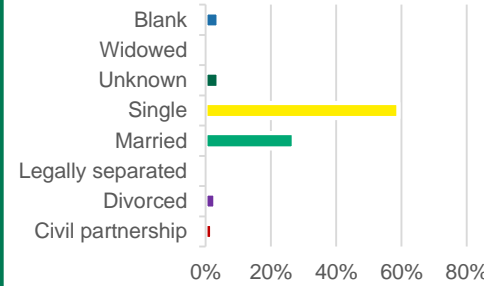
Our workforce equality information

Age



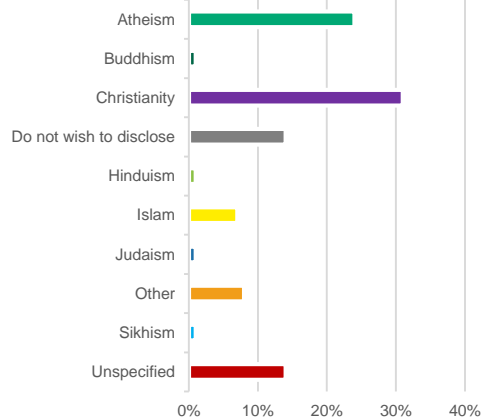
The age profile of colleagues across the Trust shows a similar pattern over time, with the largest proportion of colleagues aged between 21 and 30 (35%, 2,881).

Marriage and civil partnership



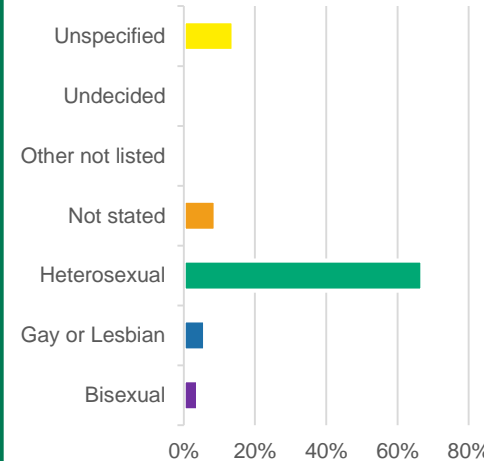
The partnership status of colleagues across the Trust shows a similar pattern over time, with the largest proportion of colleagues declaring they are single (59%, 4,837).

Religion or belief



There is a lot of religious diversity within LAS, with 49% of colleagues (3,959) declaring they follow a religion. The largest religious colleagues groups in LAS are Christianity (31%, 2,499), Other (8%, 684) and Islam (7%, 569).

Sexual orientation



The percentage of colleagues from the LGBTQIA+ community has increased to 10% (807). There has been an increase in the percentage of colleagues declaring their sexual orientation, though there remains a large number of people in the 'unspecified' category (14%, 1,137).



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Legislative requirements and national standards

This report is published in line with the legislative requirements of the Equality Act 2010 and in support of the delivery of its general and specific duties under the Public Sector Equality Duty. This section provides a summary of the Trust's annual equality data reports, including:

**Workforce Race
Equality Standard
(WRES)**



**Workforce
Disability Equality
Standard (WDES)**



Gender Pay Gap



Government
Equalities Office

Ethnicity Pay Gap



Government
Equalities Office

Disability Pay Gap



Government
Equalities Office

**Equality Delivery
System (EDS)**



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Workforce Race Equality Standard summary

The Workforce Race Equality Standard (WRES) is a requirement for NHS commissioners and NHS healthcare providers including independent organisations, through the NHS Standard Contract. A copy of [our latest WRES report and action plan](#) can be found on our website.

- Our Workforce Race Equality Standard (WRES) report shows progress from previous years, highlights current practice, and shows key areas for improvement within the organisation against several key indicators of workforce equality for colleagues across ethnic groups.
- We have made some improvements against **overall representation of staff from ethnic minority communities in the workforce, equal opportunities for career progression and promotion and representation of staff from ethnic minority communities on our Trust Board membership.**
- Our data shows deterioration against **likelihood of ethnic minority staff entering the formal disciplinary process compared to white staff, staff experiencing harassment, bullying or abuse from the public and staff accessing non-mandatory training and CPD.** We have additionally seen no significant change against **likelihood of ethnic minority staff being appointed from shortlisting, staff experiencing harassment, bullying or abuse from colleagues and staff experiencing discrimination from their manager or colleagues.**
- The results of our WRES data show that although some positive changes have happened, there is still a strong need for a more collective and concerted effort to eradicate differences between colleagues from an ethnic minority background and white colleagues.

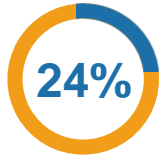
The priorities of the WRES action plan include:

- Organisational culture shift, driven from leadership to all aspects of the organisation
- Recruiting fairly and closing the gap between ethnic minority communities and white applicants
- Reaching ethnic minority communities in ways that work for them
- Removal of structural barriers for ethnically diverse communities into paramedicine
- Ending the disparity between ethnic minority colleagues being entered in to a disciplinary process

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

 Ethnic minority
 White

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



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Workforce Disability Equality Standard summary

The Workforce Disability Equality Standard (WDES) is a requirement for NHS commissioners and NHS healthcare providers including independent organisations, through the NHS Standard Contract. A copy of [our latest WDES report and action plan](#) can be found on our website.

- Our Workforce Disability Equality Standard (WDES) report shows progress from the past year, highlights current practice, and shows key areas for improvement within the organisation against several key indicators of workforce equality for colleagues with disabilities.
- We have made some improvements against **overall representation of disabled staff in the workforce, likelihood of disabled staff being appointed from shortlisting and provision of reasonable adjustments.**
- Against all other indicators, our data shows improvement, however there has been no significant change in **staff entering the formal capability process, staff experiencing harassment, bullying or abuse from the public, staff experiencing harassment, bullying or abuse from colleagues and disabled staff representation on our Trust Board membership.**
- The results of our WDES data show there have been great strides to improve the experience for our disabled colleagues, however there remains a need to further eradicate differences between disabled and non-disabled colleagues across all levels of the Trust.

The priorities of the WDES action plan include:

- Continue focus on ensuring our recruitment and selection processes are inclusive and unbiased
- Improve the quality, collection and analysis of our workforce data on all protected characteristics for colleagues
- Increase the diversity balance, including disability, at Trust Board and ELG levels
- Managers equipped with having meaningful and compassionate conversations
- Tackle, prevent and challenge bullying, harassment and abuse against colleagues and create a culture of civility and respect
- Disabled colleagues are engaged in the EDI agenda and empowered to challenge inappropriate behaviours
- Colleagues who require reasonable adjustments are supported to be at work and managers are equipped to support them





Key findings

Metrics 1-3 and 10 are a snapshot of our **workforce data** from 31 March 2024, while Metrics 4-9 are taken from the **NHS Staff Survey**, conducted in Autumn 2023.

1. Staff Representation



of our workforce has identified themselves as disabled

 Disabled
 Non-disabled

2. Shortlisting

Non-disabled applicants are **0.84X** more likely to be appointed from shortlisting



3. Disciplinary

Fewer than 10 disabled colleagues entered the formal capability process

<10



4a. i) Bullying from public

60.1%

of disabled colleagues experiencing harassment, bullying or abuse from the public



4a. ii) From managers

18.2%

of disabled colleagues experiencing harassment, bullying or abuse from managers



4a. iii) From staff

23.2%

of disabled colleagues experiencing harassment, bullying or abuse from colleagues



4b. Bullying reported

44.9%

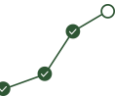
of disabled colleagues reported experiencing harassment, bullying or abuse



5. Progression

46.9%

of disabled colleagues believe the Trust provides equal opportunities for promotion



6. Presenteeism

30.2%

of disabled colleagues feel pressured to come to work when not feeling well enough



7. Feeling valued

24.5%

of disabled colleagues feel valued by the organisation



8. Reasonable Adjustments

64.0%

of disabled colleagues say reasonable adjustments were made



9. Staff Engagement

The 0-10 staff engagement score for disabled colleagues is

5.7



10. Trust Board

0%

of our Trust Board (voting membership) are disabled



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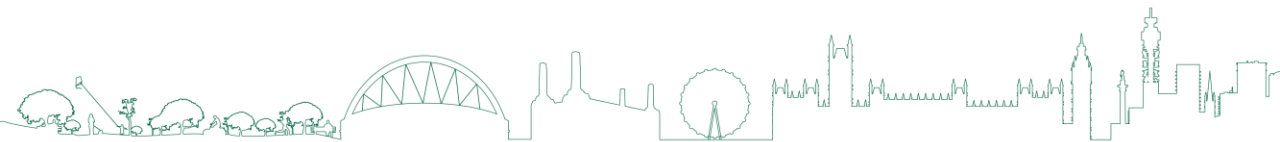
Pay Gap Reporting summary

The pay gap reports show the difference between the average (mean or median) earnings for gender, ethnicity and disability. Pay gap reporting is a valuable tool for assessing levels of equality in the workplace. Our [full pay gap reports](#) can be found on our website.

- The Trust has taken the decision to proactively report on the ethnicity pay gap and disability pay gap alongside the gender pay gap for 2024 onwards, aligning with our partners in the Greater London Authority. It is hoped that taking this decision will affect greater change in tackling our gaps and enable us to foster greater transparency around pay.
- The gender pay gap shows an **hourly mean pay gap of 4.53%** and a **hourly median pay gap of 9.74%**. When comparing mean hourly pay, **women earn 95p for every £1 that men earn.**
- The ethnicity pay gap shows an **hourly mean pay gap of 14.81%** and a **hourly median pay gap of 21.93%**. When comparing mean hourly pay, **ethnic minority colleagues earn 85p for every £1 that white colleagues earn.**
- The disability pay gap shows an **hourly mean pay gap of 0.6%** and a **hourly median pay gap of 0.5%**. When comparing mean hourly pay, **disabled colleagues earn 99p for every £1 that non-disabled colleagues earn.**
- The results of our pay gap report show there have been great strides to further reduce the gender pay gap. We are pleased to have greater insight into our disability and ethnicity pay gaps for the first time and have highlighted further work to be done to reduce these further.

The priorities of the pay gap action plan include:

- Fair and transparent recruitment processes supported by Independent Panel Members
- Drive ongoing improvements in data collection and quality of data, running 'Safe to Say' campaign
- Explore barriers to progression in leadership roles
- Targeted EDI workshops and training raising awareness of bias, how to ensure fairness
- Roll out of Stepping Up Support Package and diverse support offer
- Exploring alternative work patterns that enable moves in to senior/leadership roles and part time opportunities to support all
- Support to undertake caring responsibilities in parallel to work and carers policy developed



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Equality Delivery System Summary

The EDS is an improvement tool for patients, staff and leaders of the NHS, supporting NHS organisations in England - in active conversations with patients, public, staff, staff networks, community groups and trade unions - to review and develop their approach in addressing health inequalities through three domains. A copy of [our latest EDS report](#) can be found on our website.

- The annual Equality Delivery System (EDS) was completed for the first time in December 2023.
- Evidence was collected from the Patient Council, which is made up of a range of organisations and individuals from across London. Engagement sessions were also held with LAS staff networks, EDI Implementation Group(s), People and Culture's Senior Leadership Team and other key internal stakeholders.
- From all of the evidence provided, the LAS is rated as **developing**.
- Our EDS action plan aims to improve outcome scores across all domains, including new objectives such as:
 - The complaints systems captures protected characteristics data
 - Strengthen the EDI agenda within the Clinical Audit and Research Unit's (CARU) work in addressing patient outcomes and health inequalities
 - Improve the process for collecting positive experiences and "thank you's"
 - Health Inequalities to be mainstreamed within LAS' committees





LAS EDI Team

Looking ahead to 2024/25



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Looking ahead to 2024/25

Our LAS strategy 2023-28 sets out the ambition that LAS will build an increasingly inclusive organisation, including through improving performance on equality standards and doubling the percentage of staff from an ethnic minority background. Alongside the three strategic equality objectives in place for 2023-28, we have made five business plan commitments for 2024/25.

We are excited to continue building on the progress we have already made to focus on our five deliverables for 2024/25 and remain in line with the NHS EDI high impact actions through our EDI programme of work.

LAS business plan deliverables 2024/25

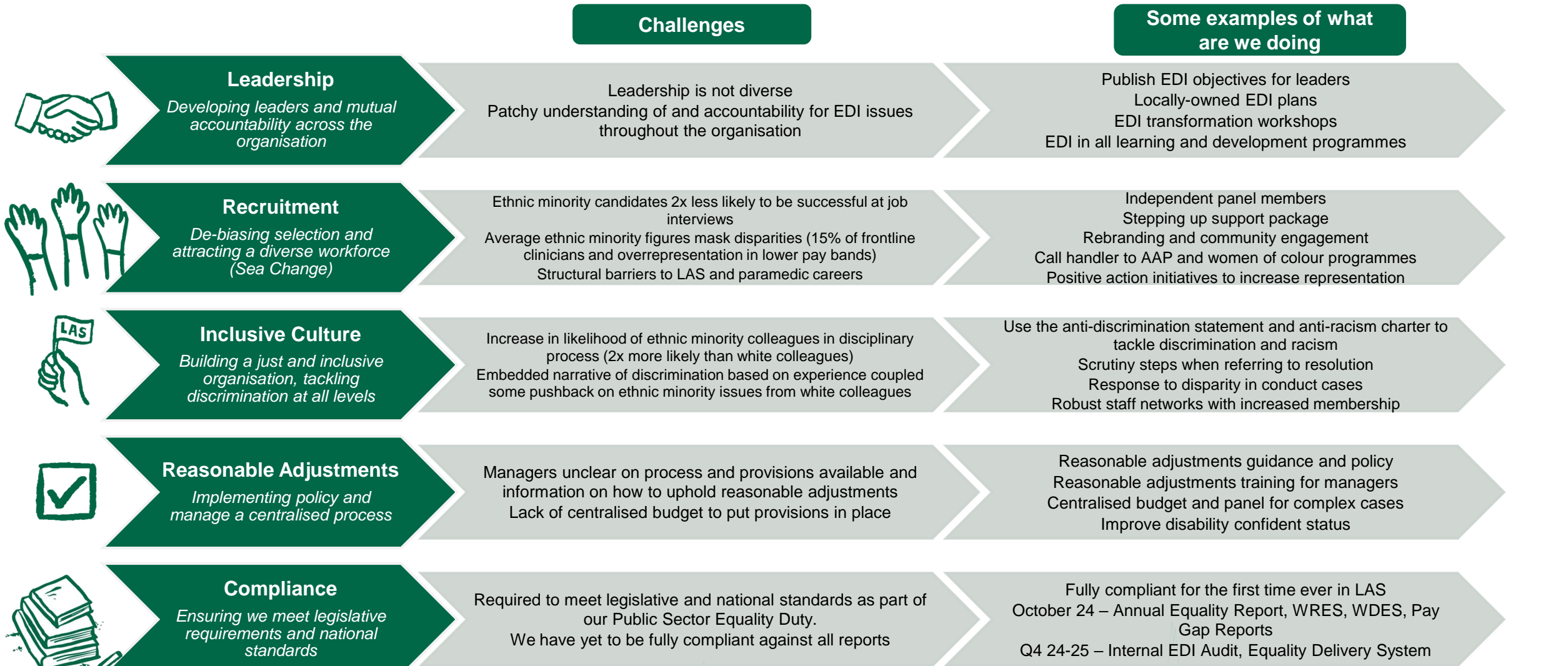
1. Increase by 10% the proportion of applicants from an ethnic minority background to jobs in ambulance operations and 999, agreeing and implementing an action plan which will include implementation of a new call handler to associate ambulance practitioner recruitment programme.
2. Continue strengthening staff networks, agreeing plans so they deliver a proactive agenda and grow their total membership by 20 per cent.
3. 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.
4. Improve the proportion of disabled colleagues who say in the NHS staff survey that reasonable adjustments were made and reduce the number of concerns raised on this topic.
5. Develop and deliver an improvement plan against the six Equality, Diversity and Inclusion high impact actions with specific focus on all leaders to be held accountable for reducing discrimination and creating an inclusive LAS.

NHS EDI high impact actions

1. Measurable objectives on EDI for Chairs, Chief Executives and Board members
2. Overhaul recruitment processes and embed talent management processes
3. Eliminate total pay gaps with respect to race, disability and gender
4. Address Health Inequalities within the workforce
5. Comprehensive induction and on-boarding programmes for international recruited staff
6. Eliminate conditions and environment in which bullying, harassment and physical violence occurs



The EDI programme is arranged into five workstreams – our plan on a page



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The LAS EDI programme framework can be found on our website

Leadership



- We will be gaining clear commitment from the Trust Board to achieve EDI objectives, including introducing EDI objectives for all executive members with annual appraisals
- We want leadership focus at all levels of the organisation with both individual and collective ownership and accountability, including an Inclusion Ambassadors programme to support EDI implementation throughout the organisation
- We will design and deliver data-led EDI transformation workshops for all key departments to support leaders and departmental EDI improvement action plans
- We will ensure EDI is integral to all relevant learning programmes, in particular for leadership roles, for example for clinical team managers and leadership development programmes, and induction of new starters

Compliance



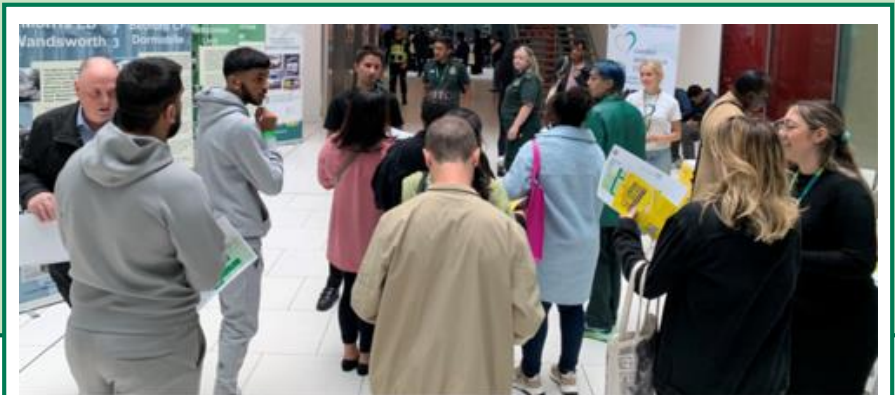
- We are aligning the publication of annual equality reports, including:
 - Annual Equality Report
 - Workforce Race Equality Standard (WRES)
 - Workforce Disability Standard (WDES)
 - Ethnicity, Gender and Disability Pay Gap Report
- We are additionally undertaking an internal EDI Audit to assure the Trust on progress made to address EDI requirements
- We will continue to report on the Equality Delivery System to give an overview of the work implemented to review and improve performance, in collaboration with local partners including local populations



Recruitment



- We will be closing the gap on interview success for colleagues from ethnic minority communities, including further rollout of the 'Stepping up Support Package' and Independent Panel Member programme. We will develop and implement positive action initiatives across LAS aiming to improve diversity, particularly for increased representation of ethnic minority colleagues, women and people with disabilities
- We are proactively planning accessible engagement activity to increase applications from ethnic minority communities, including targeted engagement events in highly diverse population areas such as recruitment fairs, faith-led community engagement events and career messages to schools and colleges
- We will debias the recruitment process to remove barriers for ethnic minority people, such as working with the Princes Trust to recruit young people, targeted work experience programmes and reviewing our job adverts and descriptions to ensure they are not biased
- We want to create a Trust brand that reflects the diversity of London and promotes attractive careers for all. This includes improving our website to be more engaging and inclusive, improving our digital and hard-copy marketing materials and adding recruitment artwork on ambulances across London
- We will remove barriers to increase representation across the Trust, including:
 - Creating an internal pathway for call handlers to move to AAP roles
 - Developing and implementing a women of colour leadership programme
 - Ensuring part-time options are integral to role descriptions and adverts



Our #LASFest recruitment fair, with over 600 people attending and more than 1,000 expressions of interest in working with us.





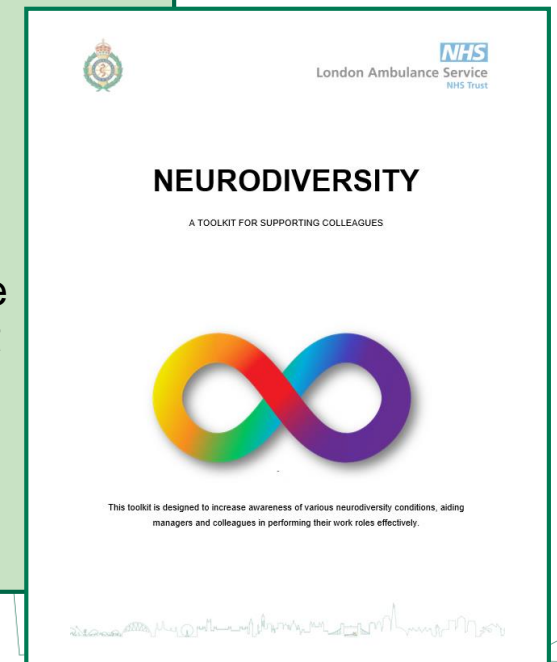
- We will continue the roll-out of the 'Tackling Discrimination and Promoting Inclusivity' training to all colleagues, including Phase 2 with a refreshed Trust values booklet
- We want all employees to be aware of the Anti-Discrimination Statement and Anti-Racism Charter, along with the Sexual Safety Charter, through engagement activities, such as attending ambulance operations conferences, inclusion in induction materials and attending stations and services across London. This will be supported through a manager toolkit to equip them in managing and tackling discrimination, and the design and delivery of 'Let's talk about race' webinar for the Ambulance Sector
- We will end the disparity between ethnic minority colleagues entering a disciplinary process, through conducting a deep dive into disciplinary actions and implementing measures to ensure consistency of decision making (as part of the Resolution Framework review). This will also be supported by improved recording of racism and discrimination for disciplinaries, including recording on the 'In Phase' FtSU app
- We want to give colleagues increased opportunities to speak about discrimination, for example through the wellbeing café and joint drop-in surgery sessions with FtSU and the Sexual Safety team for EOC and IUC
- The staff networks will continue to be robust and active as part of our visibly inclusive organisation, growing their membership to foster a sense of inclusion, belonging and learning. We will continue to support the events held and awareness raising of culture or dates of importance, allowing dedicated resource and access to a centralised budget.
- We want all colleagues to feel comfortable at work and have appropriate working conditions and will ensure the policies on our uniform reflect the needs of all our people.
- We will continue to reduce health inequalities for colleagues with the developed health and wellbeing programme, including support groups, employee assistance programme, financial wellbeing support package, free period products and wellbeing support vehicles bringing support directly to crews.



Filming scenarios for Phase 2 of the 'Tackling Discrimination and Promoting Inclusivity' training

Reasonable Adjustments ✓

- We will ensure that all people who require reasonable adjustments feel they are supported to be at work and managers feel they are enabled and equipped to support them. This will be through the continued promotion of our reasonable adjustments policy and guidance and collaborative work with key departments and staff networks. This will also include the creation of a reasonable adjustments testing station which will allow colleagues to test out equipment and programmes ahead of procurement to best meet their needs
- We will develop and implement a communications plan for raising awareness of the policy and offer managers training to support their knowledge on the process and how best to support their colleagues
- We want to continue raising awareness of neurodiversity in the workplace in collaboration with our EnAbleD network. This includes through the development of a neurodiversity toolkit to directly support managers, sharing further information on neurodiversity assessments and scoping development of a neuro-inclusive charter.
- We will ensure all new recruits are offered Access to Work during on boarding and provide additional support for complex reasonable adjustment requests through a panel of subject matter experts
- Our Disability Confident Status will improve to Level 2, allowing us to be a Disability Confident Employer and reiterate our commitment to improving the experiences for our disabled colleagues



Conclusions

There is a lot of work to be proud of and we remain committed to make further progress for our colleagues and our patients, instilling trust in our service and allowing our colleagues to be passionate about the organisation they work for.

The Trust is ambitious in and committed to its EDI programme, focusing on addressing inequalities to shift the dial and improve the experiences of our patients and colleagues for the long-term. We recognise that the impact and results of this strategy will take time and will require teamwork and collaboration to navigate difficult challenges over the next few years.

We hope that the foundations we have laid down to date will support us in creating strong pillars for the EDI programme that will create longstanding culture change and improvement.



We are the capital's emergency and urgent care responders



**Produced by the LAS Equality,
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LAS EDI Team



London Ambulance Service

NHS Trust

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