



London Ambulance Service
NHS Trust

North Central London Joint Health Overview and Scrutiny Committee London Ambulance Service

21 November 2025

About us

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.

Workforce

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



2,600+ operational support and corporate staff

7,400+ operational staff

21% from an ethnic minority background

32% of new starters recruited in 2022/23 were from an ethnic minority background



Our clinicians typically go to:

240 fallers

230 patients with breathing problems

200 patients reporting chest pain

4 babies



28 confirmed cardiac arrests

42 suspected strokes

33 suspected heart attacks



Teaching and apprentices

130 staff in clinical education & standards

1,130 students

680 apprentices



The year in numbers 2024/25



999 contacts
2,097,150

111 calls answered
2,006,609



People have been recruited and appointed (since 1 April 2024)
1,077



Patients treated over the phone
273,139



New recruits from BAME* background
35%



New, more environmentally friendly ambulances and new cars joined our fleet, bringing our total to
1,151 vehicles



Number of patients seen
1,084,922



*Black and minority ethnic

LAS in North Central London

- Population of 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

We are the only
pan-London NHS
Trust

9m Londoners, 1.4m living
in North Central London



Around 131,989 patients
received face-to-face care
across North Central
London in 2025 to date.

Of which:
78,567 were conveyed to A&E
46,813 were treated and
discharged on scene
6,609 were conveyed to
alternative locations or service
providers



**Almost 700 people
working for LAS in
North Central London**
including support staff



**Three ambulance groups
and 10 ambulance stations
in North Central London**



Key achievements from 2024/25 – Mission One:

Delivering outstanding emergency and urgent care whenever and wherever needed

- 999 call answering average was 5 seconds
- 999 hear and treat rate of 20.1%
- We now hold NHS 111 contracts in all five London ICBs including North Central
- Trained over 17,000 London Lifesavers to increase the chance of cardiac arrest survival, identified 'Defibrillator Deserts' including two areas in Islington and set up LAS Community First Responder Team
- Co-designed first Integrated Care Coordination Hub, which is located in North Central London
- Electronic controlled drugs register procured
- Bespoke care provided to vulnerable groups of patients
- Integrated the NHS Resilience Emergency Capabilities Unit



Performance - September 2024 and 2025

September 2024

Category of call	LAS mean response time	NCL mean response time	National mean	National target
CAT 1	00:07:37	00:07:48	00:08:25	7 minutes
CAT 2	00:42:27	00:51:46	00:36:03	30 minutes
CAT 3	01:42:12	02:14:38	2:12:57	2 hours
CAT 4	02:58:39	03:42:18	2:32:53	3 hours

September 2025

Category of call	LAS mean response time	NCL mean response time	National mean	National target
CAT 1	00:07:08	00:07:18	00:08:01	7 minutes
CAT 2	00:31:36	00:37:48	00:30:46	30 minutes
CAT 3	01:37:41	02:07:28	01:56:52	2 hours
CAT 4	02:37:45	03:21:04	02:33:58	3 hours



Key achievements from 2024/25 – Mission Two: *Being an increasingly inclusive, well-led and highly skilled organisation people are proud to work for*

- Enrolled 323 leaders on leadership courses.
- 72% response rate to NHS staff survey, even higher at 79.3% across North Central London
- 25% increase in the number of staff involved in staff networks
- Improved gender and ethnicity diversity
- Nationally recognised for focus on sexual safety
- Implemented the national Control Room Solution
- Launch of the Southern Ambulance Services Collaboration



Key achievements from 2024/25 – Mission Three: *Using our unique pan-London position to contribute to improving the health of the Capital*

- Promoting and delivering individualised care for patients – sickle cell, maternity, cardiovascular risk management, substance addiction, housing and health
- Implemented electronic safeguarding referrals
- Commenced use of digital solutions to improve seamless transfer of care
- Improved the sustainability of our estate – LED lighting, installed electric charging points at 42 sites, planted 60 trees at 20 sites, improved waste management
- Commissioned 159 new vehicles – fully electric, hybrid or low emission.



Local engagement

- LAS team delivers London Lifesavers events across North Central London where our people equip residents with CPR skills and teach them how to use a defibrillator. These took place at locations including: King's Cross Station, a Women's Institute Group in N20, De Beauvoir Women's Institute in N1 as well as four schools where we trained 309 pupils in 2025 to date.
- We continue to collaborate with a wide range of partners in North Central London.
 - In October 2025, local crews and officers from the London Fire Brigade held joint training to further improve our preparedness for multi-agency responses.
 - In September 2025, local crews worked with Transport for London to carry out training aimed at enhancing LAS skills in treating patients within the London Underground network.
 - In September 2025, LAS welcomed University College London Hospital's maternity team to Islington Ambulance Station to improve crews' clinical skills in maternity care.
- LAS's Public Education team is active across North Central London. In 2025, the team delivered 30 engagement events in the area, welcoming almost 4,000 attendees of all age. The team carries out a wide range of activities in North Central London, from Junior Citizenship Scheme which equips year 6 pupils with first aid skills to a Choose Well Programme which aims to support residents in how to navigate the NHS urgent care system.



Working with our system partners

- In the last few of years, LAS has worked with our system partners such as North Central London Integrated Care Board (NCL ICB) and senior leadership teams at hospitals to implement **the 45-minute patient handover process** which see ambulance clinicians leave the patient in the care of the hospital staff after 45 minutes of arriving at the hospital. The aim is to allow ambulance clinicians to attend patients who are waiting in the community and need us most more quickly. Since the introduction in 2023, LAS, NCL ICB and hospital leaders are continuing to work together to manage the overall system, through regular meetings, promoting escalation processes and building relationships with local managers.
- In recent months, a series of **workshops** have been held to discuss **winter pressures and planning** as a whole system across London. As well as LAS and NHS England, key system leaders across the capital participated in this important discussion including senior figures from NCL ICB and Whittington Health NHS Trust. Islington crews are also working closely with local emergency departments to meet increased demand.
- We launched four **Integrated Care Coordination Hubs (also known as Single Point of Access)** across London. A site in North Central London has been one of the two early adopters, having been launched in January 2025. The scheme has supported ambulance crews' decision making both at the point of the 999 call and when an ambulance is on scene with the patient. This has been achieved by bringing together ambulance clinicians and nurses with locally based senior doctors such as GPs and A&E consultants who are available to discuss with our ambulance crews the best pathway for individual patients.



LAS in pictures



London-wide winter planning workshop
in July 2025



North Central London's Integrated
Care Coordination Hubs (also known
as Single Point of Access)



LAS crews and Transport for London at
a joint training session at Charing Cross



Local crews training with the London
Fire Brigade



LAS at a Junior Citizenship Scheme
held at Sobel Leisure Centre



University College London Hospital's
maternity team at Islington
Ambulance Station

LAS Winter Plan 2025/26

Each year, we see a sustained high level of demand on our services and we know that we need to plan and prepare to keep patients safe, and to support our staff. We know that at the same time, pressure is seen across the whole system.

Last winter, LAS and the whole system experienced unprecedented high numbers of flu, respiratory syncytialvirus (RSV), COVID-19 and norovirus.

We know December 2024 saw the highest number of 999 calls for the most serious, life-threatening conditions than in any other month in our history. Our IUC teams received over 230,000 calls to 111, avoided 21,000 ambulance referrals and supported crews to avoid conveyance in collaboration with the wider system using alternative care pathways

For LAS Winter demand is historically seen before Christmas whereas acute hospitals, dependent on viral outbreaks, have seen it January and February. For this reason, we need to be planning to work together from late November until February to keep our patients safe.

Our predictive analysis shows that we must plan for this again. Building on lessons learned from previous winters, LAS will draw upon our year-round escalation processes, investing in higher capacity to manage the sustained pressure we see over winter.

Following winter 2024-2025 we conducted a comprehensive evaluation which underpins our plans for this year and we have engaged with system partners during summer 2025 in our planning for the forthcoming winter.

The LAS winter plan is built on our year-round escalation planning which is focused on keeping patients safe, and supporting our staff to deliver high quality emergency and urgent care. Building on feedback, we will utilise escalation and communication systems and continue to work with NHSE London and partners.

Key principles

A key underlying principle is that we plan for escalation all year round and will use our established processes and mechanisms to keep patients safe throughout winter.

LAS have emergency and urgent care Clinical Safety Plans (CSP) aligned to support an integrated response to pan London demand.

We know that the whole system sees a sustained level of pressure throughout the winter period and we will enhance these processes through increased staffing, planning and engagement.

We are committed to working together as a system to protect patients this winter and welcome feedback.



Key deliverables	 Improve ambulance response times for sickest patients	 Reduce handover delays
	 Reduce avoidable ED conveyance by increasing 999 and IUC utilisation of Alternative Care Pathways (ACPs)	 Improve staff vaccination rate by 5 %
Key actions LAS will take to support system	Conveyance to Emergency Departments - Patient Flow Framework will continue to oversee hospital conveyances, routine and blue calls and the patient flow app - Blue calls for capacity and internal flow issues will not be able to be supported – where a high volume of blue calls have been placed action will be taken by LAS - Continue to work with hospitals on handovers to aim for national target of 15 minutes with no handovers beyond 45 minutes - A decision to not off load a patient from an ambulance should be a local never event and should be treated as such by all parties - IUC system partner coordination to maximise capacity Ongoing planning through escalation cell 7 days a week - Share predictive analysis of demand week by week - Share data about types of incoming 999 calls weekly - Continue escalation and communication via SCCs - building on BAU processes, teams chats with the SCC to reduce need for adhoc calls - Providing seamless access to senior decision-making support - Internally LAS will be reviewing capacity, demand and rota management on daily basis across all service areas Increase efficiency by maximising use of digital and data - MiDoS integration to promote use of Alternative Care Pathways (ACPs) - Continued introduction of AI for clinical record keeping to aid productivity - Continue roll-out of My Clinical Feedback App across London to provide feedback on clinical decisions being made by LAS clinicians and reinforce use of ACPs Supporting staff wellbeing and increasing vaccination rates - Support London wide focus to increase vaccination rate by 5% - Work collaboratively across providers to ensure access to vaccination clinics for LAS clinicians - Targeted winter communications about mental health support	Reduce avoidable conveyance to ED / maximise use of alternative care pathways (ACP) - Continue the support of the role out of SPoA/ICC to each ICB - Support access to 999 stack by UCR teams via co-location with SPoA/ICC - Continue LAS focus on Category 2 streaming to refer clinically suitable patients to alternative pathways before dispatch of an emergency ambulance - Continue focus by 111/ IUC on Category 3 & 4 validation to reduce ambulance referral - Continue focus, via LAS Clinical Hub & SPoA/ICC, on pre dispatch alternatives - Increase use of SDEC including through extension of trusted assessor - Support increase of Urgent Care Plans (UCP) to support individualised care - Review of Directory Of Services (DoS) profiles with ICB to improve ACP access Support Londoners impacted by health inequalities - Targeted communication, including translated leaflets, on when & how to access 999 or 111 - Promotion of UCPs to support individualised response to vulnerable patients - Work with Neighbourhood teams to support our most vulnerable patients - Work with ICBs to ensure communication with care homes, mental health teams and other vulnerable patients LAS will maximise resource to meet demand - Increased levels of staffing across 999 and ambulance operations - Deployment of clinical managers to frontline to support at times of pressure 999/ IUC LAS Clinical Safety Plan (CSP) and Patient Flow Framework - LAS have emergency and urgent care CSPs (aka OPEL) with associated actions aligned to support an integrated response to pan London demand - CSP level display in ePCR to increase operational awareness of pressures

Join us for Together in Song

- The London Ambulance Charity presents a night of carols, candles and communities at the iconic St Bride's Church.
- Every year, LAS provides care to millions of people across the capital, dedicating our working lives to helping others in the most difficult and frightening moments. And in winter the challenge only gets harder. To show our appreciation to our life-saving staff and raise funds for life-saving equipment across the capital, please join our charity carol service, Together in Song.
- Event details
 - 📍 Location: St Bride's Church, Fleet Street, EC4Y 8AU
 - 📅 Date: Tuesday 16 December
 - 🕒 Time: 6.30pm (doors open at 6pm)
- Please book your tickets [here](#) and help us spread the words by sharing with your residents and communities.



Support our work: London Heart Starters



- The London Heart Starters campaign fundraises to ensure there are an additional 150 public-access defibrillators in unlocked cabinets where they are needed most. Our campaign uses a data-driven approach to identify ‘defib deserts’: small communities across the capital that have little to no defibrillators available to help save the life of someone having a cardiac arrest.
- We pledge to work with communities to identify defibrillator guardians, install public-access defibrillators, and ensure community members are trained in life-saving CPR skills and feel confident to use a defibrillator.
- Ways to support:
 - Make a gift or fundraise
 - Serve as a defibrillator guardian or sponsor a defibrillator
 - Help us find a suitable location to place a defibrillator or a local businesses where we could run a pop-up event
 - Spread the word. Please share our [campaign website](https://londamb.heartstarters@nhs.net) and contact details with your residents:
londamb.heartstarters@nhs.net



Support our work: London Lifesavers

- London Ambulance Service is aiming to make London a city of lifesavers, by organising **life-saving CPR and defibrillator training** for communities, organisations and schools.
- The **London Lifesavers schools programme** – launched in September 2023 – sees our paramedics teach life-saving skills to Year 8 children in every borough over the course of the campaign.
- Support the campaign by:
 - Encouraging community groups, businesses and not-for-profit organisations to **sign up for training with our experts**.
 - Promoting London Lifesavers to **secondary schools** and encouraging them to express an interest on [our website](#).



Resources and useful contacts

- **London Lifesavers campaign** – Sign up for training with our experts and promote the campaign to your community and secondary schools. Contact londamb.londonlifesaver@nhs.net or visit our website for more information.
- **London Heart Starters campaign** – contact londamb.Defib.Defib@nhs.net to become a guardian of a publicly accessible defibrillator.
- Hear more from our teams in your local stations and sector. Contact londamb.StakeholderEngagement@nhs.net.
- Work, volunteer or study with us. Contact londamb.999recruitment@nhs.net or londamb.graduaterecruitment@nhs.net to contact our recruitment department.

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North Central Operational Management

London Ambulance Service

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