Ethnicity Workforce Action Plan
2026-28

Approved: 30 October 2026

Developed in collaboration with



Ethnicity Workforce Action Plan 2026-28

Yorkshire Ambulance Service NHS Trust is passionate about ensuring our services and employment practices are accessible and inclusive for the diverse communities we serve and the people we employ or volunteer with us. This commitment is reflected in the Trust's vision and values with equality, diversity and inclusion at the heart of these.

We want to be an employer of choice for individuals regardless of their age, ethnicity, gender identity/gender transition phase, sexual orientation, religion and belief, race, maternal or and pregnancy status, marriage/civil partnership status, social economic background, or any other distinction. Our inclusive workforce will support our delivery of high-quality services and provision of compassionate care to all our patients and service users. Therefore, our approach to equality, diversity and inclusion needs to go beyond legal compliance and be central to the Trust's core business.

Our People Bold Ambition is to be a **"diverse and inclusive organisation with a culture of continuous improvement, where everyone feels valued, included, proud to work and can thrive**." We aim to value difference and improve equality, diversity and inclusion of our people at all levels of the organisation, to reflect the population we serve. We aim to improve our progress towards the Workforce Race Equality Standard and eliminate our ethnicity pay gap.

Trust-wide representation at the Diversity and Inclusion Steering Group enables partnership working on many key priority areas for equality, diversity and inclusion including inclusive practices, dignity and respect, supporting ethnically diverse staff, creating an LGBT+ friendly environment and providing a voice for every member of staff regardless of their characteristics. Our connections with other NHS organisations and the Integrated Care System will ensure best practice, innovation and learning is applied in all that we do.

We are committed to improving equality of experience and outcome for ethnically diverse colleagues. This action plan has been informed by the 2026 Workforce Race Equality Standard and Ethnicity Pay Gap data, together with the combined stakeholder consultation on both reporting streams. It focuses on a small number of specific, measurable and achievable actions addressing recruitment, progression, representation, retention, culture and accountability.

The plan aligns with the YAS Strategy, NHS Equality, Diversity and Inclusion (EDI) Improvement Plan, NHS People Promise and relevant NHS Staff Standards. It translates consultation feedback into specific, measurable actions with clear owners, timescales and evidence of impact.

We specifically acknowledge and thank the Race Equality Network (REN), staff representatives and stakeholders whose insight informed the combined WRES and Ethnicity Pay Gap consultation and this action plan.

Monitoring and Evaluation

The action plan will be monitored by the Diversity and Inclusion Steering Group on a bi-monthly basis. Six-monthly progress reports will be provided to the People and Culture Group, with year-end assessment through established Trust governance arrangements.

Note: Reporting frequencies are shown as annual (A), quarterly (Q) or six-monthly.

ETHNICITY WORKFORCE ACTION PLAN 2026-28

Aim	Objective	No.	SMART Action	WRES / Pay Gap link	Success measures and reporting	Completion by	Lead and partners
Recruitment outcomes are equitable and barriers are understood.	Use data to identify where appointment disparities arise and agree targeted improvement.	**1**	Complete detailed analysis of recruitment outcomes by role, band, service area and recruitment stage to identify where appointment disparities for ethnically diverse candidates are most significant and develop recommendations for improvement.	**Metric 2:** relative likelihood of appointment. **Ethnicity Pay Gap:** representation and occupational segregation.	Analysis completed and reported to DISG and People & Culture Group, with improvement recommendations agreed. **(One-off analysis)**	**31 March 2027**	**Lead:** Recruitment Team / Business Intelligence Team **Partners:** Diversity & Inclusion Team, Service Leads
	Improve candidate experience, learning and future access to opportunities.	**2**	Introduce a standard feedback approach for unsuccessful internal candidates and monitor implementation across recruitment processes.	**Metric 2:** relative likelihood of appointment. **Metric 5:** equal opportunities for progression.	Standard process introduced and compliance reviewed through recruitment audits. **(Q)**	**30 June 2027**	**Lead:** Recruitment Team **Partners:** Recruiting Managers, D&I Team
	Provide targeted development support for underrepresented applicants and staff.	**3**	Deliver a minimum of two annual positive action development sessions focused on application, interview and assessment centre	**Metric 2:** relative likelihood of appointment. **Metric 5:** equal opportunities for progression.	Minimum two sessions delivered annually, with participant feedback demonstrating increased confidence	**30 September 2027 and annually thereafter**	**Lead:** Recruitment Team / D&I Team / Race Equality Network

Aim	Objective	No.	SMART Action	WRES / Pay Gap link	Success measures and reporting	Completion by	Lead and partners
			preparation for ethnically diverse staff and other underrepresented groups.		and preparedness. **(A)**		**Partners:** Leadership & Organisational Development
Ethnically diverse colleagues can progress and are represented across all levels.	Make career development conversations consistent and meaningful.	**4**	Strengthen and promote guidance for career development conversations within regular one-to-ones and appraisal processes.	**Metric 5:** equal opportunities for career progression. Ethnicity Pay Gap: representation in higher-paid roles.	Career discussion prompts incorporated within workforce review processes and evidenced through annual review documentation. **(A)**	**31 Mar 2027**	**Lead:** Leadership & OD / Workforce Directorate **Partners:** People Managers, D&I Team
	Improve visibility and understanding of career routes.	**5**	Develop and publish a Trust-wide career pathways resource outlining progression opportunities across clinical, operational and corporate services.	**Metric 5:** equal opportunities for career progression. Ethnicity Pay Gap: occupational segregation and pay quartiles.	Resource published and promoted Trust-wide, with evidence of staff engagement. **(Six-monthly review)**	**31 March 2028**	**Lead:** Leadership & OD Team / YAS Together Programme Lead **Partners:** YAS Academy, Workforce Planning Team, Corporate Communications, Service Leads
	Expand practical peer, mentoring	**6**	Expand mentoring, peer support and application support opportunities,	**Metrics 5:** equal opportunities for	Enhanced support offer launched and participation	**31 December 2027**	**Lead:** D&I Team / Race Equality Network Steering

Aim	Objective	No.	SMART Action	WRES / Pay Gap link	Success measures and reporting	Completion by	Lead and partners
	and application support.		building on existing successful approaches delivered through the Race Equality Network.	career progression. **Metric 9:** staff voice. Ethnicity Pay Gap: senior representation.	monitored annually. **(A)**		Group **Partners:** Leadership & OD, Recruitment Team
The Trust understands and addresses barriers to retention and progression.	Use exit, turnover and stay evidence to identify targeted retention action.	**7**	Analyse exit interview, turnover and stay conversation data relating to ethnically diverse colleagues to identify barriers to retention and progression, and develop targeted actions where themes emerge.	**Metrics 1, 5 and 7:** representation, progression and staff experience. Ethnicity Pay Gap: workforce distribution.	Findings reported to DISG with agreed retention actions and monitoring arrangements. **(A)**	**30 September 2027**	**Lead:** Workforce Planning Team / D&I Team **Partners:** HR, Service Leads, Race Equality Network
The culture is anti-racist, inclusive and accountable.	Embed anti-racism, inclusive behaviours and leadership ownership.	**8**	Embed the Anti-Racism Charter, Cultural Awareness programme and “See Something Wrong, Do Something Right” initiative through leadership engagement, communications and ongoing monitoring of	**Metrics 4, 6, 7, 8 and 9:** discrimination, harassment, staff experience and voice.	Evidence of Trust-wide implementation and continued improvement in relevant WRES staff experience indicators. **Progress reported six-monthly.**	**31 March 2028 and ongoing**	**Lead:** YAS Together Programme Lead, D&I Team / Race Equality Network **Partners:** Trust Executive Sponsors, Corporate

Aim	Objective	No.	SMART Action	WRES / Pay Gap link	Success measures and reporting	Completion by	Lead and partners
			WRES staff experience indicators.				Communications, Leadership & OD, Directorate Leaders