



STAFFORDSHIRE
POLICE

Staffordshire Police

Public Sector Equality Duty (PSED) 2026



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Foreword – Assistant Chief Officer John Bloomer

Our workforce is at the heart of everything we do here at Staffordshire Police, where we foster an inclusive, diverse, and equitable working environment essential to delivering high-quality services. We recognise that a workforce that reflects the communities we serve is better equipped to understand and address the needs of our diverse population. Through our commitment to Equality, Diversity and Inclusion, we strive to create a workplace where all staff feel valued, supported, and empowered to thrive. By embedding Equality, Diversity and Inclusion into our policies, practices, and leadership, we are not only fulfilling our Public Sector Equality Duty but also ensuring that our staff can reach their full potential, enabling us to provide the best possible care for all.

I am proud of the strides that Staffordshire Police have been making to implement equality, diversity and inclusion into every decision that we make, even the small decisions can have positive impacts upon our staff, our community's and our partners.

Staffordshire Police believe that the culture in policing is vital in meeting our ambition of being a truly inclusive organisation to deliver trust, confidence and legitimacy for the communities that we serve. This is not a 'nice to have' but is at the heart of good policing and impacts on our ability to deliver improved outcomes for the public in preventing and responding to crime.

By embedding equity into the core of our organisational culture and practices, we aim to uphold our values of professionalism, integrity and compassion and become one of the most inclusive and trusted police services in the UK. Policing remains a highly rewarding career choice.

Staffordshire Police remain committed to embedding equality, diversity and inclusion into everything that we do, to empower staff to bring their authentic self to work and that our communities and partners can trust us to police in a fair and equitable way.

John Bloomer
Assistant Chief Officer

The Public Sector Equality Duty (PSED)

[Public Sector Equality Duty: guidance for public authorities - GOV.UK](https://www.gov.uk/guidance/public-sector-equality-duty)

The PSED came into force on 5 April 2011. It is fundamental to the Equality Act and ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all, compliance with general equality duty is a legal obligation.

The PSED has three aims. It requires public bodies to have due regard to the need to:

Eliminate unlawful discrimination, harassment, victimisation, and any other conduct prohibited by the Act	Advance equality of opportunity between people who share protected characteristics and people who do not share it	Foster good relations between people who share a protected characteristic and people who do not
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The PSED requires us to consider the needs of all individuals - in shaping policy, in designing and delivering services, and in relation to our workforce.

It supports good decision-making by encouraging us to understand how different people will be affected by our activities so that policies and services are appropriate and accessible to all and meet different people's needs. By understanding the effect of our activities on different people, and how inclusive services can support and open up people's opportunities, we are better placed to deliver policies and services that are efficient and effective. The PSED therefore helps us to deliver the Government's overall objectives for public services and our aim to have a Police Service fit for the future.

The PSED covers the following protected characteristics:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race (this includes ethnic or national origins, colour or nationality)
- Religion or belief (this includes lack of belief)
- Sex (gender)
- Sexual orientation

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

What does due regard mean?

Having due regard means that Staffordshire Police must consider in the course of all decision making the 3 aims identified in the duty which are to:

- Remove or minimise disadvantages suffered by people due to their protected characteristics
- Meet the needs of people with protected characteristics

- Encourage people with protected characteristics to participate in public life or in other activities where their participation is low.

Having due regard means to consider people's different needs and take steps to meet those needs which are relevant to avoiding discrimination.

It is important to note here that the duty to have due regard to the need to advance equality of opportunity is not a duty to put in place Positive Action measures. Positive Action means measures permitted under the Equality Act 2010 that aim to alleviate disadvantage or under-representation, or to meet the particular needs of those who share a protected characteristic.

The Equality Act 2010 (Specific Duties) Regulations 2011 require Staffordshire Police to:

Publish information on general duty compliance with regard to people affected by our policies and practices every year

Publish information on general duty compliance with regard to our employees every year

Publish gender pay gap data by 31st March every year

PSED and decision making

It is necessary for decision-makers to understand the potential impact of their decisions on people with different protected characteristics and to identify potential mitigating steps to reduce or remove adverse impacts. This should help to ensure that the policy is fully effective for different groups of people.

Compliance with the general equality duty should result in better informed decision making, policy and procedure development, and procurement; however, it is for the decision maker to decide how much weight should be given to the various factors informing a decision. The duty does not mean that decisions cannot be taken which disadvantage some people (provided this does not constitute unlawful discrimination), but the decision-maker should be aware of the equality impacts of these decisions and consider how they could positively contribute to the advancement of equality and good relations.

Equality Impact Assessment (EIA)

Staffordshire Police are a public authority and are responsible for making a wide range of decisions that affect our communities, our work force and our partners; we therefore cannot assume that our actions will not have a discriminatory impact. Inequalities can often be subtle and unintended, and to ensure that we can evidence due regard to all of our policies, procedures and projects an Equality Impact Assessment is completed.

The EIA is a process that reviews the impact of decision making upon people with different protected characteristics, it helps us to understand the actual or potential impact on these people; the Equality Impact Assessment aims to eliminate larger inequalities, and every new policy must now have an EIA submitted with it.

Our EDI Commitments

Delivering the very best service to our communities and keeping people safe is at the heart of what we do and who we are, and to do this effectively we recognise that inclusive, diverse and motivated teams are better able to understand and meet the needs of our communities, ensuring we deliver on what matters to those we serve and protect using our EDI Strategy.

The strategy outlines our roadmap to embed equality, diversity and inclusion into every aspect of our organisation – from recruitment and leadership to culture and community engagement. It reflects our dedication to continually learn, to welcome accountability and to deliver meaningful change. By embracing diversity in all its forms, we aim to foster innovation, strengthen relationships and create a workforce that reflects our communities and is equipped to serve with empathy, fairness and professionalism.

Staffordshire Police aim to generate a culture where equality is a matter for everyone.

Training and education

We work constantly and consistently with other partners and forces to improve our training awareness, sharing best practice to deliver cultural competence and learning from lived experience. Collaboration with partner organisations and other forces continues to strengthen our approach, enabling us to share best practice and integrate learning from lived experience.

Training is delivered through a blend of in-person sessions and mandatory eLearning, incorporating core themes such as Equality, Diversity and Inclusion (EDI) Awareness and the Code of Ethics (CoE). These elements are embedded throughout our programmes to promote fairness, integrity and cultural competence.

Key initiatives include Advancing Staff Capability through Engagement Nurturing and Development (ASCEND), a dedicated development programme designed to address the lack of structured career pathways for police staff compared to officers. ASCEND supports vertical and lateral progression, focusing on transferable skills, coaching, mentoring and shadowing opportunities. The programme aligns with the National Talent Development Strategy (NTDS) from the College of Policing, which prioritises underrepresented group.

Leadership development remains a priority through programmes such as the First Line Leaders (FLL) and Mid-Line Leadership (MLL), both mapped to the College of Policing curriculum. These courses deliver nationally consistent standards and cover essential topics including inclusive leadership, managing organisational change and conflict resolution. Similarly, the Sergeants' Development Programme (SDP) provides practical tools and knowledge for supervisory roles with inputs from subject matter experts (SME's) across the organisation.

Across all programmes, EDI principles are not standalone modules as they are integrated into the design, delivery and outcomes of all our programmes. This approach reflects our commitment to building a workforce that values diversity, champions equality and delivers policing that is representative and inclusive.

Community Engagement

Community engagement refers to the active involvement of local communities in shaping, informing, and improving policing practices. We have a Community Plan in place that sets out the rationale, strategy and approach that we want our teams to take at Staffordshire police. The aims are:

To create bespoke engagement plans for all departments

To align with Staffordshire
Polices' new Public
Confidence
Strategy

To align with COP
neighbourhood
policing guidelines
to ensure that
every contact
counts

To better track,
and understand
our engagement
and communities

Community engagement is a central focus of any modern, forward-facing police service. In Staffordshire, we serve a diverse range of communities, each with their own specific needs. Every officer and member of police staff at Staffordshire Police has a part to play in the plan. Whilst Local Policing Teams are often the visible representation of the police force in the community, they are supported by wider force assets, including teams such as CID, Specialist Crime Command, Force Contact and Operations.

All Local Policing Teams attend a monthly engagement meeting to manage engagement and apply resources to support equality, diversity and inclusion objectives which are:

- To issue Smart Alert's to develop better targeted communications.
- To build a database of Key Individual Network (KIN) community contacts.
- To organise listening sessions via Independent Advisory Groups (IAG's) and Scrutiny Panels
- To build relationships with partners and community groups
- To outreach underrepresented or marginalised communities

Building an inclusive organisation

The College of Policing 'Code of Ethics', sets out the principles and standards of behaviour that promote, reinforce and support the highest standards of the policing profession. We seek every day to embed and uphold the Code of Ethics (COE) within our organisation to ensure that we have the right people and the right culture. We listen to, understand and respond appropriately to the views of others and the challenges that we face.

[Code of Ethics | College of Policing](#)

Positive Action Plan 2025 -2027

Our Positive Action Plan aims to support the Equality, Diversity and Inclusion Strategy 2025 -2027 where we strive to be a fully inclusive organisation. The Positive Action Plan aligns to our Policing Plan 2025 -2027 where we:

- Ensure safe and confidence communities.
- Develop an exceptional workforce.
- Develop active and productive partnerships.
- Build an outstanding organisation

Data for the purpose of this report relates to a snapshot date - 31st March 2025 (All data commensurate with Home Office reporting)

Here at Staffordshire Police, we are proud to have a diverse workforce, it makes us who we are. We are all unique and have our own collection of protected characteristics, these are important because we need to know more about our people to make sure the right support is in place and that we properly reflect our communities. Knowing more about our people today helps to build a better police service for tomorrow. What we do individually can contribute and positively impact the next generation of policing, providing the building blocks to continuously improve the service and fully reflect the communities we serve.

Safe to Say Campaign

Sharing protected characteristics is about more than just data, at Staffordshire Police it's about helping to build a more inclusive and effective service for everyone. By providing this information, staff help to create a service that truly reflects the communities we serve and ensures that all staff have the support they need to succeed. We have undertaken a new campaign in October 2025 to raise awareness encouraging staff to share protected characteristic as we acknowledge that there were gaps in this data; and by staff trusting us with information, we aim to build a more diverse and supported service for the future.

Protected characteristics

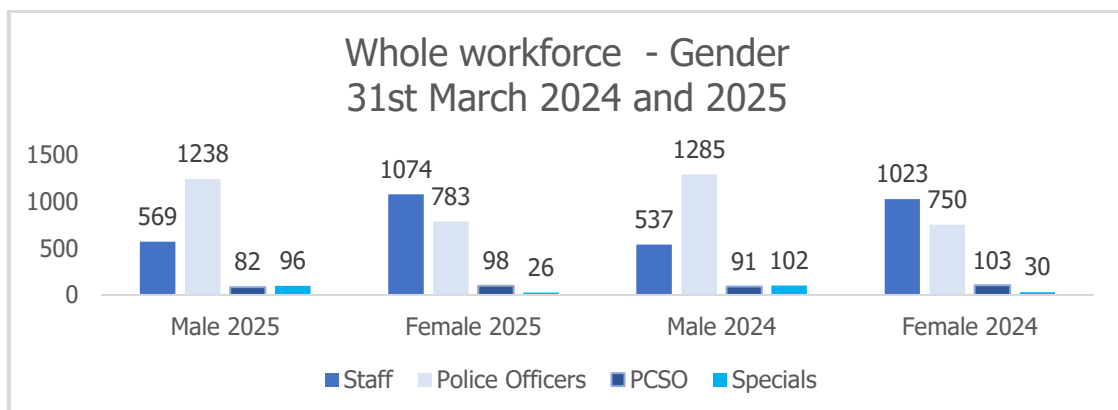
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Our workforce demographics

All Employee by Directorate		
	2025	2024
Total Workforce	3966	3921
DCC Directorate	180	187
Enabling Services	485	529
Executive	9	8
Force Contact and Operations	925	867
Local Policing	1380	1411
Specialist Crime	987	919

All Officer by pay band		
	2025	2024
Chief Constable	*	*
Deputy Chief Constable	*	*
Assistant Chief Constable	*	*
Chief Superintendent	*	7
Senior ranks	8	4
Superintendent	14	16
Chief Inspector	35	33
Inspector	101	101
Sergeant	341	324
Constable	1522	1550
PCSO	180	194
Marked with an * means less than 5		

Gender



There is a legal requirement for employers with 250 or more employees on a specific date each year (the 'snapshot date') to report their Gender Pay Gap (GPG) data. The snapshot date is 31 March 2025.

[Staffordshire Police Headquarters gender pay gap report for 2023-24 reporting year](#)

We support women to address the GPG by:

- Empowering Staffordshire Association of Women in Policing (SAWP) staff network to support women by linking in with lived experiences through direct contact, targeted events and development days.
- Encouraging and guiding females to engage in the promotion process with additional support to increase development opportunity.
- Supporting our Working for Families (WFF) staff network to introduce access to noncompetitive sports to promote fitness and personal development; they also support family friendly policies.

Maternity and Paternity Leave

Maternity and paternity snapshot date		
	31.03.2025	31.03.2024
PCSO on maternity leave	*	5
Police on maternity leave	22	22
Police staff on maternity leave	23	23
PCSO on paternity leave	*	*
Police on paternity leave	*	*
Police staff on paternity leave	*	*
Marked with an * means less than 5		

On the snapshot date it is noted that the number of staff on maternity leave remains consistent with data from 2023; paternity data is inconsistent for the snapshot date as parents may have taken this leave at a different date. We support our staff during periods of maternity and paternity by:

- Our staff networks offering/organising Keep in Touch (KIT) days.
- Our line managers maintaining regular contact with our workforce.
- Offering part time, agile and flexible working and family friendly working conditions.

All employees by Marital status

All employee by marital status		
	2025	2024
Civil partnership/living together	185	217
Divorced/dissolved partnership	169	153
Separated	78	76
Married	1524	1521
Prefer not to say	57	35
Single	760	705
Widowed/surviving partner	18	19
Blank/unknown	1175	1195

Staffordshire Police firmly believe in supporting all protected characteristics and does not discriminate on a person's marital status.

All employees by Age

All employee by age		
	2025	2024
25 & under	440	478
26 – 40	1548	1501
41 – 55	1534	1528
Over 55	444	414

Staffordshire Police value a multi-generational workforce and value the diversity it brings. We have taken particular interest in supporting our older workers and have:

- Signed up to the Age Friendly Pledge. This is a nationwide programme for employers to recognise the importance and value of older workers.
- Supported the implementation of the pledge by ensuring that our adverts have wording and pictures that encourage applications from a diverse age range.
- Empowered our Leadership & Organisational Development Team to actively promote apprenticeships to our mature employees for their continued professional development.

All employees by ethnicity

All employee by ethnicity		
	2025	2024
Asian	80	82
Black	26	26
Mixed	56	53
Not stated	28	30
Other	5	7
Prefer not to say	19	19
White	3752	3704
Blank	0	*

Police Race Action Plan (PRAP)

Staffordshire Police is committed to supporting the Police Race Action Plan and its objectives to build trust and confidence with our black and black heritage communities in the county. The plan builds upon the work Staffordshire Police has delivered in recent years to address racial disparities in policing; we deliver this by:

- Supporting the Multicultural Association (MCA) staff network who share lived experiences, give advice and consult on policy and procedure.
- Holding regular listening circles, staff surveys and Independent Advisory Groups (IAG's).

- Completing a Black Workforce Survey.
- By learning from our In2People Report

<https://www.npcc.police.uk/our-work/police-race-action-plan/>

All employees disability

All employee disability		
	2025	2024
No	2621	2563
Prefer not to say	89	91
Yes	256	220
Blank	1000	1047

We continued to achieve Disability Confident Level 3 which recognises the active leadership role the organisation has taken to continue to be an attractive employer for people with disabilities. It also recognises the work the organisation has done to encourage other employers to follow its lead, sharing best practice We support our staff by:

- Training several of our workforce to become dyslexia assessors.
- Dyslexia assessing all new student officers within their first week of employment.
- Offering flexible working.
- Promoting the Disability Guaranteed Interview Scheme.
- Offering Personal Insights (Reasonable adjustment passport).
- Offering Positive Action during the recruitment and promotion processes.
- Engaging a Neurodiversity Lead.

All employees religion

All employee religion		
	2025	2024
Any other religion	15	17
Buddhist	7	8
Christian	1640	1621
Hindu	7	7
Jewish	*	*
Muslim	33	35
No religion	632	1434
Not disclosed	1042	182
Pagan	7	*
Prefer not to say	203	207
Sikh	20	26
Blank	358	380
Marked with an * means less than 5		

Staffordshire Police are aware that data around religion and belief is low; we are encouraged that staff will feel more confident to share personal data, and to support faith and belief we are:

- Monitoring data from the Safe to Say campaign to address gaps.
- Undertaking work around our current multifaith provision to further support our workforce.
- Making multi faith rooms available around the county.
- Promoting religious festivals via our networks and staff intranet.
- Linking in with our staff networks.

All employees sexual orientation

All employee sexual orientation		
	2025	2024
Bisexual	78	59
Gay/Lesbian	128	118
Heterosexual/straight	3144	3086
Other	54	60
Prefer not to say	200	205
Blank	362	393

Confidentiality of applicable policies and processes for our trans workforce is paramount ensuring trust is maintained and supportive measures are taken to protect individuals. While this currently only affects a small percentage of our workforce it is our belief that putting these measures in place safeguards all employees for the future. We support our staff by:

- Ensuring that we have supportive policies.
- Offering Positive Action during the recruitment and promotion process.
- Offering access to the LGBTQ Staff Network.
- We have a Inclusive language guide to support appropriate terminology.

Employee starters and leavers

New starters 1 st April 2024 to 31 st March 2025	
Police Officers	326
Specials	67
Support Staff	373

Leavers 1 st April 2024 to 31 st March 2025	
Police Officers	171
Specials	40
Support Staff	143

The Equality, Diversity and Inclusion Team, with support from the Recruitment Team, deliver support sessions to applicants. This consists of advice about how to prepare for interview and internal promotion, where to research for information using the Competency Value Framework (CVF) from the College of Policing, how to prepare for an assessment centre and how to structure and formulate a response to an interview question.

Competency and values framework (CVF) | College of Policing

Our Recruitment Team has a clear plan to support targeted recruitment that includes engagement through career fairs, local policing teams, attendance at the Community Engagement meeting and various events to reach local communities to increase diverse representation.

We offer exit interviews to leavers to understand data and explore why our workforce leaves the organisation.

Staff networks

The work of staff networks and associations is invaluable. They act as a collective voice expressing the experiences, views and concerns of their members and workforce communities. We encourage our networks to engage with each other to demonstrate our intersectionality.



- **Working for Families**, drive forward flexible solutions to support staff retention, reduce sickness, improve productivity and workplace satisfaction. This can be through offering support during adoption, fostering, conceiving, grieving or any number of family matters that affect work life
- **Multicultural Association** is an inclusive group of staff seeking to improve the quality of service offered to the public and colleagues to reduce the divide between cultures delivering knowledge sharing for staff, CPD and organising events for employees and our communities.
- **LGBTQ+ Network** offers a support system to employees who are LGBTQ+ to support lived experiences, encourage diversity within the organisation, offer guidance and support CPD events.
- **The Armed Forces Network** aim to support all members of the military family in Staffordshire Police to deliver the best service to forces personnel, veterans and their families within our community; they offer peer to peer support from those with shared experiences, raise awareness and assist the force in honouring its pledges in the Armed Forces Covenant.
- **Police Link of the Deaf (PLOD)** members have different levels of deaf awareness and sign language skills. Some have friends or family who are deaf, others just purely as an interest, but all support the workforce and communities where possible.
- **Staffordshire Association for Women in Policing (SAWP)** has an objective to achieve a more gender balanced workforce and support women across the organisation on a range of gender specific issues.
- **Disabled Carers Staff Network (DCN)** provide support to all members of Staffordshire Police who are affected by disability, whether visible or hidden. Disability can have a huge impact upon our work and home lives, or the demanding commitments of caring for a partner, relative or friend.