



Metropolitan Police Authority
Gender Equality Scheme
2007 – 2010

Metropolitan Police Authority
10 Dean Farrar Street
London SW1H 0NY
April 2007

The Metropolitan Police Authority (MPA) exists to make sure that London's police are accountable for the services they provide to people in the capital



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Within the Authority we thank all members of staff, and in particular the Race and Diversity Unit, for their contribution to the Gender Equality Scheme notably Julliett Fearon-Knott for devising, managing and co-ordinating the development of the Gender Equality Scheme; Tina Patel for administration support and Michael Wadham and Kim Webster for template design and formatting.

Foreword

The Equality Act 2006 requires the MPA to produce a Gender Equality Scheme. We are pleased to present our Scheme which will build on the equality work we are already doing and enable us to further develop actions to achieve equality for women, men, girls and boys. It will sit beside our schemes around race and disability, within the envelope of our overall Generic Equality Scheme.

The MPA is committed to:

- eliminating unlawful discrimination and harassment on the grounds of sex; and
- promoting equality of opportunity between women, men, girls and boys.

We recognise that there are gender differences in:

- people's life chances;
- the services they gain access to;
- the types of jobs they do; and
- how others behave towards them.

We know that other equality issues such as age, disability, race, religion or belief and sexual orientation also affect people's lives. Our Gender Equality Scheme sets out the framework the MPA will use to tackle gender equality issues.

In our role of scrutinising, overseeing and holding the Metropolitan Police Service (MPS) to account, this document will be one of the key standards by which we operate so that we achieve for women, men, girls and boys a confidence in the MPS and a positive experience of policing, to meet their needs and aspirations.

Len Duvall AM, OBE
Chair of the Authority

Catherine Crawford
Chief Executive to the Authority

Kirsten Hearn
Independent member and Chair of the MPA Equal Opportunities and Diversity Board

April 2007



Gender Equality Scheme

Part A

Arrangements for meeting the general duty

2007 - 2010

The Metropolitan Police Authority - who we are and what we do

The MPA was established under the Greater London Authority Act 1999 and came into effect in July 2000. Our main function is to secure and maintain an efficient, effective and fair police service for the capital and to hold the MPS accountable for the services they provide to London.

We are an independent statutory body with 23 members. Four of these are magistrates, seven are independent members and twelve are London Assembly members of the Greater London Authority.

The MPA is part of the GLA 'family' which includes the Greater London Authority (GLA), London Fire and Emergency Planning Authority (LFEPA), the London Development Agency (LDA) and Transport for London (TfL).

What does the MPA do?

The MPA is required to:

- set objectives for policing in London;
- issue a local policing plan, including details of objectives, targets, performance and actions;
- produce an annual report;
- bring improvements to policing by meeting a duty to provide best value;
- consult those who live and work in London about policing in their areas;
- co-operate with the London boroughs, the Commissioner of the

MPS, and other agencies in Crime and Disorder Reduction Partnerships (CDRPs);

- promote equality of opportunity for all persons; eliminate unlawful discrimination; and promote good relations between people of different racial groups, religious beliefs and sexual orientation (GLA Act 1999, Section 404); and
- operate an Independent Custody Visiting (ICV) Scheme to make sure the welfare of people detained in London's police stations is maintained.

Planning and managing the annual police budget is one of the Authority's core responsibilities. We are required to:

- be accountable for the management of the police budget;
- keep a police fund and accounts;
- make proper arrangements for the administration of the financial affairs of the MPS;
- be responsible for the purchasing and disposal of police property in London;
- agree contracts and services; and
- conduct audits of the MPS.

Finally, we have responsibilities for staff under the command and control of the MPS Commissioner:

- overseeing the statutory complaints and discipline process for the MPS and dealing directly with complaints and disciplinary proceedings



against senior police officers of Association of Chief Police Officers (ACPO) rank;

- overseeing employment issues involving police staff; and
- appointing ACPO rank officers.

The MPA and the MPS

Although the MPA and the MPS are separate bodies the MPA has powers to influence and lead the MPS. For example, we can:

- ask the Commissioner to submit a report on matters connected with the policing of London;
- determine the priorities and performance targets of the MPS;
- receive a general report annually from the Commissioner;
- be responsible for delivering best value work carried out by the MPS; and
- make arrangements for consultation, which helps the MPS provide more effective policing.

Generally, we have the same functions and responsibilities as the 44¹ other police authorities in England and Wales. There are some differences, which are linked to the existence of the Greater London Authority, and the importance of the MPS in terms of its size, together with its national and international policing responsibilities.

The MPA and the GLA

The MPA is a separate legal entity from the GLA and the Mayor of London

¹ This figure includes the British Transport Police (BTP) Authority and the City of London Police Authority.

must consult us before preparing a draft budget and when preparing statutory strategies for London.

The MPA and the Home Secretary

Both the MPA and the Home Secretary have a role to play in ensuring that the MPS discharges its national and international duties efficiently and effectively. These duties are set out in the Greater London Authority (GLA) Act 1999.

In addition, we comply with, or take into account, various directions and targets on policing matters given by the Home Secretary including any direction following a report about the MPS by Her Majesty's Inspectorate of Constabulary (HMIC).

The MPA as an organisation

We currently employ 99 permanent staff, with 63 employed in the secretariat and 36 in Internal Audit.

The Chief Executive to the Authority is responsible for corporate leadership, relations with the MPS and other key external partners and agencies.

The Deputy Chief Executive and Solicitor to the Authority is responsible for all MPA secretariat operations on a day-to-day basis and is the monitoring officer, warning of illegality or maladministration.

The Treasurer is responsible for the proper administration of the financial affairs of the MPA and has a supervisory role over the entire police budget.



MPA members are fully briefed and regularly updated on their duties under equality and human rights legislation including:

- Equal Pay Act 1970/1975
- Sex Discrimination Act 1975
- Race Relations Act 1976
- Disability Discrimination Act 1995/2005
- Human Rights Act 1998
- Data Protection Act 1998
- Greater London Authority Act 1999
- Sex Discrimination (Gender Reassignment) Regulations 1999
- Race Relations (Amendment) Act 2000
- Sex Discrimination Act 1975 (Amendment) Regulations 2003
- Race Relations Act 1976 (Amendment) Regulations 2003
- Disability Discrimination Act 1995 (Amendment) Regulations 2003
- Employment Equality (Religion or belief) Regulations 2003
- Employment Equality (Sexual Orientation) Regulations 2003
- Equal Pay Act 1970 (Amendment) Regulations 2003 and 2004
- Gender Recognition Act 2004
- Civil Partnership Act 2004
- Disability Discrimination Act 2005
- Employment Equality (Age) Regulations 2006
- Equality Act 2006
- Racial and Religious Hatred Act 2006

All members have signed the MPA's Code of Conduct, which sets out the standards they must meet when undertaking public duties on behalf of the Authority.

Want to know more about us?

See our website www.mpa.gov.uk or write to:

Metropolitan Police Authority
10 Dean Farrar Street
London SW1H 0NY

Tel: 020 7202 0202
Fax: 020 7202 0200
Minicom: 020 7202 0173
Email: enquiries@mpa.gov.uk



Introduction to the MPA Gender Equality Scheme

The MPA, as a public authority, is required to produce a Gender Equality Scheme (GES) as part of its Gender Equality Duties as set out in Section 76A of the Sex Discrimination Act 1975 and the Sex Discrimination Act 1975 (Public Authorities)(Statutory Duties) Order 2006.

Our Gender Equality Scheme and Action Plan set out where we want to get to and how we propose to do this. In developing the Action Plan we have built on our experience with the Race Equality Scheme (RES) and Disability Equality Scheme (DES) while recognising the differences between the three frameworks.

In developing our Scheme we have consulted with women and men and girls and boys who were all generous in sharing their views and opinions on how the MPA might effectively deliver on gender equality. We are grateful for their advice and input.

Our commitment to gender equality

The MPA is committed to promoting gender equality and eliminating unlawful discrimination and harassment. We want to mainstream gender equality throughout the Authority and make it central to all that we do. We believe there is value in adopting the approach, which is described in our Disability Equality Scheme², and applying this to gender which means that we will:

- be active in challenging barriers women and men may face in working for and with the Authority;

- lead and participate in projects and/or initiatives that will improve the quality of life for women and men, girls and boys in London and;
- work to improve relationships and partnerships between women and men, girls and boys and their representatives with the MPA.

We understand that our approach needs to be outcome focused and that the aim of the gender duty as set out in the Equal Opportunities Commission's Gender Equality Duty Code of Practice is not to establish processes but to make visible and faster progress toward the achievement of gender equality.

Building our scheme

To help us build this Scheme we have engaged with women, men and young people in a number of ways. Members of our Generic Equality Scheme Working Group (GNESWG) and Disability Sub-group, both MPA staff and external advisors, have made valuable contributions to our work as have a number of engagement initiatives, which are described in more detail starting at page 16.

Throughout this process we have also been conscious of cross-strand and multiple identity issues recognising that those we employ or may employ in the future and those with whom we engage or to whom we provide services are not a homogeneous group but represent a complex mix of experiences and expectations.

We have completed a series of Equality Impact Assessments (EIAs)

² You can see our Disability Equality Scheme at www.mpa.gov.uk



on a unit-by-unit basis on our existing policies and procedures. This has helped us to identify gaps and barriers to gender equality in our operations as an employer and service provider. This is described in more detail on page 21.

Together, our engagement, consultation and assessments have helped us to establish a set of gender equality priorities and a number of actions, which we, as an organisation, are committed to implementing (see pages 15). We believe that these actions are stretching but achievable within the time frames we have specified. Also, in the future we plan to identify how each action will assist the MPA to attain Level 3 of the Equality Standard for Local Government³ (ESLG).

Defining gender equality

Women and men experience different types of disadvantage in society, often determined by the roles they play at work, at home and in the community and the relationships they establish. Their lives can also be affected by stereotyping about the roles they should play and the needs they have as employees and service users. This can be compounded by organisational cultures and working and service delivery practices that mitigate against the promotion of equality of opportunity and lead to unlawful discrimination and harassment.

We are aware of the persistent pay gap between women and men, the barriers faced by many as a result of caring and domestic responsibilities and the sexual harassment, domestic violence and social and economic disadvantage experienced by many women. We believe that young people

³ See the section called 'Mainstreaming the duty into the core functions' (page 19).

– girls and boys – have much to contribute to their communities, yet often face negative attitudes, stereotyping and resistance to greater participation and involvement. We know that women live longer and often face poverty in their older years as well as anxieties about safety in their communities and at home.

Our work to promote gender equality and eliminate unlawful discrimination and harassment will reflect an understanding that women and men can experience disadvantage and discrimination because of their age, disability, ethnicity, religion or belief, or sexual orientation; and we are committed to ensuring that the rights of transgender people under the Gender Recognition Act 2004 are recognised.

We have made progress toward the achievement of gender equality in service delivery and employment in the MPA, but there is much still to do to challenge discrimination and harassment and promote equality. The gender objectives we have identified in this Scheme and the Action Plan will build on this work as we seek further to improve our services and employment practices, promote gender equality, combat sex discrimination and harassment and engage effectively with women and men and girls and boys across London.

The legislative framework

The Equality Act 2006 amends the Sex Discrimination Act 1975 to place a statutory duty on public authorities when carrying out their functions to have due regard to the need to:

- eliminate unlawful discrimination;



- eliminate harassment and sexual harassment; and
- promote equality of opportunity between women and men.

This is the general duty and applies to all our functions. It requires us to take a proactive approach to gender equality and focus on outcomes and delivery. The duty also applies in relation to employment and vocational training to those who intend to undergo, are undergoing or have undergone gender reassignment.⁴

‘Due regard’ includes the two concepts of proportionality and relevance which both relate to the weight that we should give to a function and how we prioritise actions to address inequality. We will prioritise those actions that will address significant aspects of gender inequality and that are likely to deliver the most effective gender equality outcomes. We will not only focus on achieving the greatest numerical impact as small groups of women or men – such as transsexuals – may suffer significant disadvantage. We also recognise that it is sometimes appropriate to treat women and men differently and take lawful positive action steps to tackle discrimination and disadvantage.

The MPA is also subject to the specific duties that are set out in the Sex Discrimination Act 1975 (Public Authorities)(Statutory Duties) Order 2006. These will help us to meet the general duty and, as set out in the Code of Practice, require us to:

- prepare and publish a Gender Equality Scheme showing how we intend to fulfil the general and specific duties and setting

out our gender equality objectives;

- consult employees, service users and others; take into account the information gathered; and, in developing our gender equality objectives, consider the need to have objectives to address the causes of any gender pay gap;
- ensure that our Scheme sets out the actions we have taken or intend to take to:
- gather information on the effect of our policies and practices on men and women in employment, services and the performance of our functions;
- use the information to review the implementation of the Scheme objectives;
- assess the impact of our policies and practices;
- ensure implementation of the Scheme objectives;
- implement the Scheme and our actions for gathering and using information within three years;
- review and revise our Scheme at least every three years; and
- report on progress annually.

Generic Equality Scheme

In order to challenge, champion and drive gender equality and other diversity issues, the MPA is committed to producing a Generic Equality Scheme (GNES).

Our GNES is designed to apply a series of standards, which are consistent and flexible and recognise the differences, similarities and potential for conflict that exist within the equalities and diversity arena.

⁴ The law will extend to the provision of services in December 2007



The focus of the scheme, which sits within the framework of the Human Rights Act 1998, is on six equalities strands – age, disability, race, religion or belief, gender and sexual orientation. The key elements of the GNES include promoting equality of opportunity in service delivery, employment practice and in our scrutiny role of the MPS. Alongside outlining our monitoring and scrutiny processes, we aim to ensure equality of opportunity for our employees, in our service delivery and the initiatives we undertake.

In order to assist with the development of the GNES we have set up a Generic Equality Scheme Working Group (GNESWG), which works on behalf of the MPA Equal Opportunities and Diversity Board (EODB). The EODB is an MPA committee that has a responsibility to lead on the development and implementation of the MPA’s GNES of which the GES is a significant strand. The membership of GNESWG consists of one nominated person from each team within the MPA, invited community members, MPA members and some MPS representatives.

The GNES will be launched in the autumn of 2007.

Our approach to equalities

Our Gender Equality Scheme is an integral part of our equality and diversity work and is a significant strand of the Generic Equality Scheme we are developing.

Integrating the Gender Equality Scheme into our mainstream equalities work helps us to:

- effectively target our resources so we can be more responsive;

- recognise that gender equality incorporates the needs and experiences not just of women and men, but also girls and boys and those of certain ages, race, religion or belief, sexual orientation, gender identity or with a disability;
- recognise that people belong to more than one community or group and can experience discrimination on several levels and from different perspectives; and
- be aware that there may be conflicts between perspectives, for example between gender and religion and belief.

We can distinguish between the strands in our reporting and monitoring systems and, through our impact assessment process, we will be able to consider the impact on women and men, girls and boys separately from other equality considerations such as disability and race.

MPA gender equality objectives

The objectives that we have set out in our scheme have culminated from several sources. This includes: our former Corporate Equality Plan, our most recent internal and external user involvement/ consultation events (held during the summer of 2006) and our ‘Counter Terrorism - The London debate’. In particular the MPA held a session for women and also our EIAs, which have all provided us with a wealth of information in terms of areas for improvement. The key issues taken from these consultations have been prioritised in our three-year action plan. Our high priority actions will take place in year one of the action plan, medium priority actions in year two and low priority actions in year three.



The MPA have identified several high-level gender equality objectives to promote gender equality. These objectives are primarily split between two areas, i.e. the service that the MPA provides and how the MPA functions as an employer. Our action plan from page 31 describes in detail how we will meet these objectives:

- that all MPA committees set at least one equality and diversity target and/or objective.

Service delivery

- to reach level 3 of the Equality Standard for Local Government by December 2007;
- to make our services more accessible, in regards to women and men being able to obtain information and being able to participate in decision-making processes;
- to promote gender equality and diversity within the police service; and
- to listen and engage with women and men and girls and boys so that we effectively inform the policing priorities, and the way in which London is policed.

As an employer

- to undertake an Equal Pay Audit by April 2007;
- to ensure that **all** MPA staff members have *at least one* equality and diversity objective by September 2007;
- to ensure that all MPA business units have an equality and diversity objective that is directly linked to their business objectives; and



Gathering information and using the information gathered

In order to meet our duties we will gather information and evidence in the following ways:

In employment through:

- internal data collection exercises;
- staff surveys;
- feedback from staff network groups; and
- internal complaints.

In service delivery through:

- research;
- use of the Safer London Panel;
- customer surveys and questionnaires;
- focus groups;
- analysis of complaints; and
- feedback at meetings (such as the EODB)

Using the information gathered

We will use the information we gather to help us determine how women and men, girls and boys are affected by our activities, policies and practices and, in particular:

- the extent to which they promote equality between male and female staff; and
- The extent to which the services we provide and the functions we perform take account of the needs of women and men, girls and boys.

More specifically, the information and evidence will help us to:

- improve the quality and delivery of our services, and how we consult internally and externally with individuals and groups and organisations with an interest in gender equality;
- report annually on progress in the implementation of the Gender Equality Duty;
- inform the preparation of subsequent Schemes;
- support teams and managers to achieve their outcomes as set out in the Action Plan;
- achieve our objective to meet Level 3 of the Equality Standard for Local Government by December 2007 in relation to gender equality; and
- update the Gender Equality Scheme to take account of relevant legislative changes.

User involvement

Since 2005 we have undertaken a number of activities to help ensure wider user involvement and engagement. The GNESWG has also worked in parallel with the preparation of our Gender Equality Scheme and Disability Equality Scheme and which has helped us to think across the equality strands, recognise that we all have multiple identities and focus on the needs of all of our employees and service users, such as Black and Minority Ethnic (BME)⁵ women or young people.

We held a gender user involvement event on August 10 2006, which provided important insights on gender equality issues, particularly in relation

⁵ Also referred to as Black, Asian and Minority Ethnic (BAME).



to service provision. However, all of our consultation and engagement activities over the summer of 2006 have helped to inform the preparation of this Gender Equality Scheme and the identification of our gender equality objectives.

In summary our consultees commented that:

- training needs to take account of gender related crime and the MPA and MPS should consider the support needs of victims of domestic violence, mainly women, and promote training for Safer Neighbourhood Teams;
- there is also a need to ensure that there is a consistent level of services provided to male and female victims and to understand that women are disproportionately concerned with personal safety issues;
- community safety is a major issue for both older women and men who can be isolated in their homes because of their fear of becoming victims of crime;
- the criminal justice and judicial systems remain male dominated with men making the majority of decisions and perhaps not reflecting the needs of women;
- there are no BME women at the top of the MPS;
- more work needs to be done with disabled men and women at local level including training for the MPA on the needs of disabled people;
- developing links between Crime and Disorder Reduction Partnerships (CDRPs) and the community and voluntary sector would be a positive step and the MPA can do more to ensure that

there is better engagement with organisations working on gender equality at community level;

- in particular, the MPA can demonstrate its commitment to consultation by engaging with women directly or via second tier community organisations rather than via traditional community leaders;
- better training and awareness raising on Lesbian, Gay, Bisexual and Transgender (LGBT) and, in particular, lesbian and transgender issues, would be welcomed; and
- the MPA and MPS need to find ways to engage more effectively with girls and boys and young people at community level as well as learn from parents in communities concerned about the radicalisation of children and young people.



Case Study - Community Engagement: Counter Terrorism - The London Debate

In devising the community Counter Terrorism engagement programme for The London Debate, it was essential to ensure that a representative sample of Londoners had the opportunity to take part. A number of different techniques/opportunities were provided. In addition to the six public hearings held centrally at the MPA - targeted at different cross sections of Londoners - focus groups were held at three universities across London and public debates/discussions were held in each London borough, via the Community Engagement Groups (CEGs). The public hearings groups were chosen in two sections firstly the groups who had experienced a disproportionate impact since the terrorist attacks on the 7 July 2005 and the failed attempt on the 21 July 2005 (representatives from the business/tourist companies/organisations); and secondly, those who have historically have little opportunity to get involved in policing policy but who are more likely to be disproportionately impacted on by policing policy (young people, Asian men and women).

forward to working in partnership with Londoners across all of the equality strands as we implement our Gender Equality Action Plan over the next three years.

Case Study – data collection

In November 2006, the MPA Interim Human Resources and Change Manager conducted a review of how the Authority's Human Resources Unit handles information relating to staff. The purpose of the data collection exercise was to ensure that information we hold is accurate. This information will assist us by ensuring that we are aware of the numbers and needs of all our employees and assist in the identification of potential barriers to gender equality and the strategies and action that will help to address them.

Looking to the future

Our consultation and engagement work has helped us to understand the views of our users and we are grateful to them all for their time and input. The involvement of MPA staff across the range of equality initiatives we are undertaking and the participation of members and senior management also help to ensure buy in and progress the broader equalities agenda. We look



Mainstreaming the duty into the core functions

The MPA will promote equality of opportunity in all of our functions through the implementation of the Equality Standard for Local Government (ESLG). The ESLG provides a framework for ensuring that 'a comprehensive and systematic approach' is taken towards equalities. By working through the Standard, disadvantage associated with age, disability, faith, gender, race and sexual orientation can be identified and action taken to eliminate these barriers. In particular the MPA will be able to bring together the planning processes of the Authority as a whole under the Gender Equality Duty. The GLA agreed that all members of the GLA family group (LDA, LFEPA, MPA and TfL) would work towards level 5 of the Standard. The MPS is also expected to meet ESLG. Therefore as part of our annual budget and equalities return to the GLA, we submit our specific equalities objectives. The MPA equalities priorities between 2007-2010 include the ESLG and the action plans of our Generic Equalities Scheme. Gender equality objectives will always be reported against through our public committee meeting of the Equal Opportunities and Diversity Board ⁶(EODB), and in some instances key equality objectives will be recorded through our annual report. The ultimate purpose of the ESLG is to fully integrate equalities at the heart of an organisation's policy-making, service delivery, employment and

community engagement ('mainstreaming').

The ESLG framework uses a continuous performance management cycle of **review, assessment & consultation, action** and **monitoring**, within which are five levels of achievement. Level 1 is the lowest and 5 is the highest. For each of the levels there is a list of indicators, for which the MPA has to provide evidence. The MPA has been self-assessed as Level 2 and is moving towards Level 3 by December 2007.

In the future the MPA will produce updated versions of its Gender Equality Scheme (GES) Action Plan with clear reference throughout the action plan to the ESLG. An example of how the GES will be linked to the ESLG is provided in the table overleaf. In this way, the MPA will demonstrate and show with evidence the steps it has taken to ensure that it has given 'due regard' to all the equality strands in the development of its policies, procedures and practices. The outcomes of the assessment against the ESLG will contribute towards implementing our GES.

The actions within the action plan explain what the MPA will do to ensure that the gender duty is mainstreamed into the day-day workings of the Authority, and therefore will result in changes in the most relevant areas of the Authority's work.

Please note that the action plan within this document reflects the structure of the MPA at March 2007.

⁶ Committee meeting which leads on all issues relating to equal opportunities and diversity within the - MPA and the MPS. See section on accountability and leadership (page 24).



An example action plan including ESLG link:

Programme / Project	Actions	Evidence of success	Link to ESLG	Lead officer	Time Table
Oversight of the Performance of the MPS	Research conducted by the MPA Performance & Planning Unit highlighted some gender differences in reasons for applying for the PCSO and police officer role. The research found that the residential nature of the 18-week police officer training course was prohibitive for persons with domestic or other care responsibilities. Police officer training is now becoming more community based and less residential; however the research highlighted a lack of awareness around this. ACPO officers have been alerted to the findings of this study and will be asked to respond through a forthcoming Equal Opportunities and Diversity Board.	<p>The MPS reporting to the Equal Opportunities and Diversity Board, their progress on changes that have recently been made and to alert MPA members as to how they will continue to address emerging issues from the PCSO research.</p> <p>Police Officer Training is changed to adequately support the needs of all new recruits</p>	<p>Compliance with Levels 1-3 of ESLG</p> <p>Meets ESLG: 1.2.1, 1.2.4, 2.2.1, 2.2.3, 3.1.10, 3.2.2, 3.2.5.</p>	Jane Owen (Head of Performance & Planning Unit)	The P&P Unit to request a response to the research findings in their commissioning brief for the Equal Opportunities and Diversity Board in May 2007.



Equality Impact Assessment process

The purpose of an Equality Impact Assessment (EIA) is to improve the work of the MPA by making sure it does not discriminate and that, where possible, it promotes equality. It is a way to make sure individuals and teams think carefully about the likely impact of their work on equality target groups and take action to improve services, policies, strategies and projects.

The MPA are committed to delivering specific and identifiable improvements in our policies, in the way our services and functions are delivered and in the gender equality outcomes for all of our employees. Therefore the MPA EIA process involves anticipating the consequences of policies and projects on the target groups and making sure that, as far as possible, any negative consequences are eliminated or minimised and opportunities for promoting equality are maximised. EIAs originate from the Race Relations (Amendment) Act 2000 as well as the ESLG, both of which place obligations on local authorities and public sector organisations to carry out impact assessments.

As previously stated, the MPA defines equality target groups as: women and men; black and minority ethnic people; young people and children; older people; Deaf and disabled people; lesbians; gay men; bisexual people; transgender people and people from different faith groups. The equality areas, or strands as they are commonly called, are age, disability, gender, race, religion or belief/non-belief and sexual orientation. The strands are inclusive of all people.

When conducting an impact assessment the MPA looks at two possible impacts: positive or negative (adverse) impacts.

An impact could be considered to have a positive effect on one or more equality target groups. This positive impact may be differential, where the positive impact on one particular group of individuals or one equality target group is likely to be greater than on another.

For example: Case Study – Performance and Planning PCSO Research

The MPA Planning and Performance Unit recently conducted piece of research into the diversity of Police Community Support Officers (PCSOs) compared to police officer recruits. This research found that the proportion of female PCSOs recruited during the data period (01/04/04 – 31/03/06) did not differ greatly to police officers. A higher proportion of female PCSO recruits than applicants suggested that more female applicants were successful than their male counterparts. However, the reverse of this trend was true for the police officer role, with a higher proportion of female applicants than recruits.

When interviewed, female PCSOs were less likely than their male counterparts to state that they were using the role as a stepping-stone to becoming a police officer. One female respondent stated that childcare responsibilities prevented her attending the 18-week residential



police officer training course – a reason, she stated, that prevented a lot of females on her PCSO training course applying to be a police officer. In addition, female PCSOs were more likely than males to cite the importance of work-life balance as a reason for not wanting to become a police officer.

It is hoped that findings from the study will contribute to the developing body of research into diversity of PCSOs and inform continuing efforts by the MPS to develop a service that reflects the communities it serves. A full and summary version of the research is available at www.mpa.gov.uk

An impact could be considered negative if there is a disadvantage for one or more equality target groups. This disadvantage may be differential, where the negative impact on one particular group of individuals or one equality target group is likely to be greater than on another. It should be noted that some negative impacts might not be intended. The EIA provides an opportunity to assess this.

**For example:
Case Study – Internal Audit**

The limited size of the MPA forensic audit branch does not allow the branch to offer a career structure. When this taken together with the investigative nature of the work it has been an attractive employment opportunity for late age employees, such as a final position for older investigators and retired police officers. These have been mainly been male. Conventional

recruitment in line with MPA policies failed to remedy the situation. The solution was found in recruiting trainees and providing them with the accredited training and experience to fulfil the role of a forensic auditor. The result is that the forensic branch now has two fully trained and experienced female forensic auditors in post, one of whom has gone on to further study and is close to completing a higher degree level course funded by the MPA.

We have applied a two-stage framework to the application of our impact assessment process to our Gender Equality Scheme. Firstly, each section of our organisation undertakes an initial impact assessment of all their policies, practices and procedures.

Efforts have been made to identify the gaps and barriers within the organisation that may directly and/or indirectly affect women or men. Within our impact assessments we have considered:

- if the policy is a major one in terms of scale or significance for the Authority's activities; and
- or there is a clear indication that, although the policy is minor, it is likely to have a major impact upon women or men.

Our second stage is to ensure that all new initiatives, policies, practices and procedures are examined in terms of impact on women or men.



Arrangements for publishing and monitoring the Equality Impact Assessment results

A list of assessments carried out and the assessments themselves will be available on request, and online at the MPA website (www.mpa.gov.uk).

Equality impact assessments carried out as part of the committee reporting process will appear in the relevant published reports.

Part of the MPA performance plan will be used to report on the development of the GNES. It will highlight the main issues and achievements arising from the EIAs and the action plan.



Accountability and Leadership

Reporting & reviewing

The MPA will review the Gender Equality Scheme (GES) action plan annually, and will update the public on progress in our Scheme through the MPA EODB, which leads on all issues relating to equal opportunities and diversity within the MPA and the MPS. Members of the Authority will be at liberty to scrutinise the Scheme in its entirety, as well as make suggestions on improvements or considerations for specific areas as part of the annual review.

Members, who act for Londoners, can represent community views or invite community members to come and put forward their own views at an EODB community meeting. EODB meetings are held every two months and the GES will be scheduled to form part of the committee's agenda on an annual basis. Full Authority will sign off major documents produced.

Ensuring implementation through clear staff roles

The MPA will formally review the whole Scheme every three years. The Chief Executive of the Authority will champion gender equality within the MPA. MPA team leaders, who make up the Policy Officers' Group (POG) and our Senior Management Team (SMT), will internally monitor our GES.

The MPA Race and Diversity Unit (RDU) will be responsible for facilitating, co-ordinating and supporting responses to the Scheme, and the SMT will call for annual updates from all units within the MPA.

Teams will report back to SMT on the progress of the actions within the Scheme. They will also add to or amend the actions as appropriate. Our Scheme is a living document. The quarterly update (as in the attached action plan) will contain evidence that indicates how the Authority is progressing, and will inform any revision of our monitoring of gender equality within the MPA and MPS.

The MPA RDU will continue to support the SMT and all staff in the delivery of the action plan within the Scheme.

The MPA will continue to involve Londoners who participated in our user involvement events, to continue to scrutinise our Scheme, and to hold us to account on the actions to which we have committed.

The MPA will also continue to encourage wider participation of Deaf and disabled Londoners in the monitoring of all MPA equality schemes through further user involvement events, as well as in our mini-project teams, which will take forward some specific actions within our Disability and Race Equality Schemes.

The MPS' 'fair practice' monitoring

The MPA will use the information from systems developed by the MPS to monitor the impact and fairness of the MPS' service delivery to both women and men. At the time of writing, the MPS' systems for monitoring gender equality, particularly in relation to service delivery and community



engagement, is comprehensive. The MPS is committed to increasing the proportion of female and BME police officers within the force.

The current strength of female officers is 6,336 (January 2007), which is an increase of 220 officers from January 2006. The current level of female officers equates to 20.4% of all police officers, just 0.2 percentage points below the target. It is projected that the strength of female officers will reach 6,456 by the end of March 2007 and meet the 2006/07 targets.

Black and Minority Ethnic (BME) police officers currently represent 7.8% of all police officers. This is 0.2 percentage points below the 2006/07 target but it is projected that strength will reach 2,507 by the end of March 2007 meeting the 8% target.

The introduction of Police Community Support Officers (PCSO) into the force in 2002 has led to a much more representative force. The current strength levels in January 2007 show female PCSOs at 33.9% of all PCSOs and BME at 32.5%.

However, with Deaf and disabled people, the MPA will encourage the MPS to consult on and develop monitoring systems as quickly as practicably possible and appropriate and seek to implement these systems in every borough across London.

Local scrutiny

The MPA will work with the MPS to develop local and London-wide analysis of the results reported by each borough. To this end, the MPA will continue to invite local community organisations and agencies to monitor and offer advice about their borough

services with regard to disability equality. These arrangements will seek to utilise the knowledge and interest of forums that already deal closely with the police service in many boroughs. They will also seek to set up and develop new arrangements for working and monitoring the police service in some boroughs through the active involvement of Deaf and disabled people.

The MPA will work with CDRPs to embed equalities and diversity in the work and objectives of each partnership⁷.

Internal scrutiny

The MPA will also invite trade unions and staff associations to help it develop a framework for monitoring the implementation of the Scheme and its intended outcomes within the service.

GLA support

The MPA recognises the important role the GLA will play in the Authority's monitoring of the MPS. In particular, the GLA's Budget and Equalities Group will play a key part in establishing the link between, and scrutiny of, budgets and performance.

Crime and Disorder Reduction Partnerships

Each CDRP has a variety of policies aimed at reducing crime and disorder on a local level. The MPA, as a CDRP partner, overviews CDRP policies to ensure that they have equity of impact on all groups and adhere to ethical and legal frameworks, including

⁷ See the section on CDRP, page 48



compliance with the Human Rights Act (HRA) 1998 and the Race Relations (Amendment) Act 2000.



Staff expertise and training

The MPA will continue to build the skills and understanding of all staff within the Authority, so that they are able to collect and analyse gender data effectively, to ensure stakeholders are consulted effectively and to carry out gender impact assessments. One of the ways in which the specialist equality staff within the MPA is supporting the organisation is to facilitate gender equality workshops for all business unit leads (including policy/service, procurement and human resources managers). The most recent of these workshops was held in March 2007. When it comes to consulting stakeholders, the MPA's key function is to enable the people of London to voice their views about the MPS. To be truly effective the MPA needs to gain the confidence of all sections of the community. Together, the Community Engagement Unit and the Communications Unit will be responsible for promoting the MPA to London's diverse communities.

As part of the MPA communication process, the Authority hosts monthly staff meetings. Within these meetings the RDU is able to provide staff briefings.

The MPA Human Resources Unit (HRU) has also explored how gender equality training will be included in the training programme, which is available to all staff.

In our action plan on page 50, we highlight what the MPA will do over the next three years to ensure that all relevant staff have some understanding of the Gender Equality Duty, its meaning for their work and the Authority's priority goals.



Access to information and services

Members of the public can access MPA information and services most easily by using the Authority's accessible website, or can attend committee meetings, all of which are open to the public. To increase awareness of these meetings, and make the public feel welcome at them, the MPA aims to:

- publicise the meetings in a variety of ways - on the MPA website, in press releases, in local media and on email circulation lists;
- ensure committee agendas are available five working days in advance of a meeting and are published on the MPA website;
- where possible, meet requests to provide translators and interpreters;
- if practical, try to notify an individual community of forthcoming committee discussions that will be of particular relevance to that community;
- set standards that will encourage report writers to adopt a clear, straightforward style of presentation, which can be understood by all;
- consider adopting a system that will enable the public to ask questions and submit petitions at any committee meeting. At present, the public can raise points at its full Authority meeting and at EODB meetings; and

- consider and seek to meet the needs of Deaf and disabled people who wish to attend meetings.

Occasionally the MPA holds other meetings to which members of the public are invited. Every effort will be made to achieve the standards set out above for these meetings too.

MPA communications

The MPA has its own website, which is used to provide the public with information/access to services. The Communications Unit ensures that information and supporting documents can be provided in various community languages and are accessible in a variety of formats. The MPA recognises that the Internet, like most channels of communication, has a limited reach. So, in order to widen the Authority's communications base, consideration will be given to a more effective use of broadcasting and print media.

Customer service

The MPA understands the importance of good customer service when it comes to providing access to information and services. To help promote high customer service standards, the MPA will aim to:

- support and train staff to meet the highest customer service standards;



- investigate any complaints of sexist behaviour and attitudes shown towards members of the public; and
- investigate any staff complaints of sexist and other discriminatory behaviour from members of the public.

Access to the MPS - the MPA's role

The MPA will direct and encourage the MPS to adopt the Authority's priorities and share its own best practice with regard to access to information and services.

The MPA will be particularly concerned with promoting:

- engagement between the MPS and Deaf and disabled people; and
- access to jobs within the MPS. If the service can attract, and meet the needs of, a diverse and representative workforce, its service delivery will better reflect the population it serves.

Consultation

The MPA will work jointly with the GLA group and other public bodies to:

- reduce duplication with regard to when, where and with whom it consults;
- implement the recommendations arising from the Best Value Review of Equalities, the Best Value Review of Consultation, and

other forthcoming reviews as relevant;

- identify and agree common standards, including achieving level 5 of the Equality Standard for Local Government (ESLG); and
- develop shared resources on issues of translation and interpretation.

Arrangements for consultation aims

The MPA wants to ensure that the consultation it carries out reaches all sections of London society, that it engages with disaffected and under-represented groups, and that community relations and local crime problem solving are improved through consultation.

The MPA intends to make the entire consultation process representative of London's diverse population - from the people who participate in and respond to the consultation through to those who undertake and manage it.

Arrangements

An appropriate method of consultation will be determined for each functional and policy equality impact assessment review.

The Community Engagement Unit is currently developing a community engagement strategy. The strategy aims to provide effective ways for Londoners to understand and to be able to influence the policing decisions and



policies that affect them, and to hold the MPS to account for their services at local level. It details how the MPA will strengthen Londoners' own voices in directly shaping the nature of policing by allowing the MPA to speak on their behalf with a legitimate and informed voice. It will also provide a framework for a strong local democratic process over policing in London.

The MPA Co-ordination and Policing (CoP) Committee will receive reports on the findings of all consultation activity.

Arrangements for consulting with the MPS

A key objective of the community engagement strategy will be to ensure consultation is fully inclusive, regardless of whether the Authority carries out the consultation itself, or simply supports it, e.g. through funding Community Engagement Groups (CEGs - the collective term used for Community Police Consultative Groups and Community Safety Boards.).

The Community Engagement Unit will support the work arising from the MPA CoP Committee. The Head of the Unit is responsible for ensuring the proper administration and funding of borough consultative arrangements.

Collaboration

The MPA will continue to establish good partnerships with a range of

pan-London organisations, as well as local Deaf and disabled individuals and organisations, to help it to meet its consultation duties.

In addition, it funds CPCGs to engage with communities and uses other qualitative and quantitative research to identify policing priorities.

The MPA and the MPS will work closely with the GLA group to develop its community consultation. The MPA will make use of the GLA's stakeholder networks such as the London Civic Forum.



Gender Equality Scheme

Part B

Action Plans

2007 to 2010

Administration & Finance Unit

The Administration & Finance Unit has responsibility for the financial management of the MPA Secretariat, emergency planning & business continuity, office accommodation and building facilities services for the MPA, general office support services, and for setting up and monitoring administration and security systems for the Authority. We provide professional guidance on all issues relating to health and safety at work and welfare for staff and visitors. We plan and organise changes to the office layout and maintain up-to-date floor layouts, ensuring that building record drawings are updated as necessary to comply with health & safety regulations and guidelines.

Current priorities

Managing and processing payment of invoices, claims and allowances, reconciliations and journal entries, in order to ensure payments to creditors. Overseeing the management and monitoring of all financial data, the production of financial spreadsheets and the maintenance of transparent records of expenditure for budget holders. Responsible for the operation of building engineering services including related repair and maintenance, and ensure all aspects of our premises are managed and maintained both efficiently and cost effectively. Managing CCTV security system and replacing CCTV tapes on a daily basis. Checking and monitoring all access control doors in the building.

What next?

Providing workstations and building facilities that meet the MPA's long-term strategy.

Policy Function	Priority (H/M/L)	Relevance for gender (H/M/L)	Action Plan	Lead Officer	Timetable
Office Accommodation and Building Facilities	M	H	<ul style="list-style-type: none"> Draft and circulate the circumstances in which staff and/or members of the public can use the limited car parking facilities at Dean Farrar Street (DFS) and/or taxi services to and from work/DFS in relation to health and/or maternity-related issues. 	Terry Ampofo	September 2007



Chief Executive's Office

The Chief Executive's Office exercises strategic and managerial oversight of all the operations of the MPA. This return relates particularly to setting corporate direction and leading by example, and two operational areas, namely Security and Health and Safety, in respect of which the MPA policies provide that the Chief Executive and Deputy Chief Executive have specific responsibilities as the MPA's most senior line managers.

Current priorities

The MPA Improvement Programme is a key task for 2007. This will change the way the MPA is organised, and the way it works. The programme of culture change and organisational development within the MPA will reflect the centrality of diversity in all that the MPA does. Improving team working within the MPA and enhancing collaborative working across teams will be key elements of the change. The development of the MPA Leadership Model is also a crucial planned development, and gender equality will be an underpinning dimension of that.

Security - of accommodation, personnel, and information - is a vital concern of the Authority given its functions, the fact that the MPA building may be targeted for nefarious purposes, and the fact that the MPA holds sensitive, confidential and restricted information both in paper and within its IT systems. In general, the MPA must comply with relevant MPS standards of personnel, accommodation and information security. The priorities are to maintain an effective security regime for the MPA designed to protect staff, premises and visitors. This is a key activity to protect all staff.

The MPA has legal responsibilities under the Health and Safety at Work Act (HASAW) as an employer, and a role in the oversight of MPS performance in HASAW for police officers and police staff. The MPA HASAW Policy and Action Plan relate to the MPA offices in Dean Farrar St (DFS) and to the working practices of all MPA directly employed staff, based at DFS. The MPA Policy is concordant with the MPS Policy as far as possible, in the interests of a unified approach to safety management across the two organisations. The MPS carried out an audit of the MPA HASAW performance during 2006 and scored the MPA at 78% out of 100. This has recently been updated and shows our performance continuing at a high level. Our priority is to embed HASAW management as a core function of all line managers, and to maintain the level established by the Audit.

The work undertaken on the GES, including consultation and feedback has not identified any areas where these policies have a potential negative impact on gender equality.



Policy Function	Priority (H/M/L)	Relevance for gender (H/M/L)	Action Plan	Lead Officer	Timetable
Corporate Business Management Delivery and Implementation of the MPA Improvement Plan	H	M	The MPA Improvement Programme, and in particular the Leadership and Development Programme will reflect the centrality of equalities and diversity in the MPA culture and business delivery. Equalities issues, including gender equality, will be reflected in the design and monitoring of ongoing work, building on completed EIAs.	David Riddle (Deputy Chief Executive & Solicitor to the Authority)	Ongoing in 2007
Business Planning and Performance Management	H	M	An essential element of the Improvement Programme is the revitalisation of the MPA business planning and performance management processes. These must be designed to ensure a focus on equalities at all levels of the process and of the organisation.	Catherine Crawford (Chief Executive to the Authority) & SMT	
Compliance	H	H	The Chief Executive and her senior management colleagues will strive to ensure that the MPA's legal obligations and the spirit of this Action Plan permeate and are reflected in the way the MPA does its business.	Catherine Crawford & David Riddle (as Monitoring Officer)	
Security Policy Maintenance of Effective Security policy	M	L	The Security Policy is required to be regularly reviewed. A full review will be carried out in 2007 and any gender factors will be considered.	David Riddle	Review by October 2007



and practice in the MPA. Maintenance of effective Business Continuity Planning	H	L	Business Continuity Planning will be developed during 2007 and will take account of gender factors.	David Riddle	Ongoing
Health and Safety Health and Safety plan Health and Safety policy Compliance with MPA legal duties under HASWA	M M H	L L L	Ongoing review of MPA policy and practice by the MPA HASAW Committee will assist in identifying any issues or risks with particular gender factors and they will be addressed in subsequent review of risk assessments and codes of practice. Accident reports will be monitored to consider any gender issues. At the next review of the policy statement, arrangements will be made to consult staff and other relevant stakeholders in relation to issues for gender.	David Riddle	Ongoing



Committee, Liaison and Members Services (CLAMS) Unit

The MPA was created to bring greater public accountability to the policing of London. The Committee, Liaison and Members Services Unit (CLAMS) plays a central role in this by ensuring that the work of the MPA, and in particular the way it takes decisions, is both effective and meets the highest standards of public accountability.

The Committee Services team in CLAMS manages the Authority's formal committees. It works with members and with officers in the MPA and MPS to develop committee work programmes to address the Authority's priorities. The core responsibility of this team is to manage the production of agendas and reports for committees to consider, to make a record of committee decisions, and to check that action is being taken on them.

Key priorities for the team are to make sure that reports are produced in good time (and to statutory deadlines), that as much business as possible is considered in meetings that are open to the public, and that those meetings and papers are, as far as possible, accessible to all members of the public.

The team also advise members and officers on the requirements of Authority's Standing Orders, which govern how meetings should be conducted and decisions taken, and the law relating to this area of the Authority's activities.

The MPA consists of 23 members – 12 are London Assembly members, four are magistrate appointments and seven are independent members. It is essential that these members receive whatever support they need to carry out their role effectively. The Members Services team provide support, whether it is arranging briefings on particular issues, drafting correspondence or arranging meetings. It is important that this support is tailored to each individual member so that all members, whatever their personal circumstances, have the opportunity to contribute fully to the work of the MPA on an equal basis. Members' Services also manage the payment of members' allowances and expenses. It is particularly important in this respect to address any gender issues in providing support to members. For instance the expenses scheme provides for the payment of a carer's allowance so that members with caring responsibilities can carry out their MPA duties.

CLAMS are also responsible for liaison. Part of this role is to make sure that the MPA meets its statutory obligations under the Freedom of Information Act 2000 and to respond to information requests from members of the public. Another aspect is providing support to the MPA's SMT and other senior officers, providing briefings on significant issues and making sure that issues that cut across several MPA units are addressed corporately.



The Unit is also responsible for investigating complaints made against the MPA or its staff. However, the MPA's Complaints Procedure does not deal with complaints against the MPS or its officers/staff.

Current priorities

The MPA is currently going through a process of change – structural and cultural – by way of its Improvement Programme. The CLAMS Unit will be looking to contribute fully and to establish its role as part of this. In particular it will look to make sure that effective business management, public accountability and strong corporate governance are integral to the process of change.

The GES provides an opportunity for CLAMS to review how it works and to identify any gender-specific issues. However, account of these issues are already taken in the way that the Unit carries out its business.

Similarly the MPA is committed to providing any access requirements - on request - at meetings open to the public. Somebody making a request under the Freedom of Information Act may have particular needs as to how that information is communicated to him or her. The Unit will give assistance where somebody needs help with their request and will look to respond in whatever format best suits the applicant.

Policy Function	Priority (H/M/L)	Relevance for gender (H/M/L)	Action Plan	Lead Officer	Timetable
Member recruitment	M	M	<p>The MPA is responsible for the recruitment of its independent and magistrate members. In doing so, it will continue to ensure that, as far as possible, the overall makeup of the membership is representative in terms of gender balance.</p> <p>Specific actions:</p> <ul style="list-style-type: none"> review whether there are any aspects of the recruitment process that need to be addressed so that women are not discouraged from 	Simon Vile (Head of Secretariat)	2008 (next recruitment round)



			<p>applying.</p> <ul style="list-style-type: none"> monitor the gender balance of potential and actual applicants through the recruitment process to identify any issues that can be addressed. 		
Support for Members	M	M	<p>On the appointment of new members, or when circumstances change for existing members, the MPA will continue to review the support it provides to those members. In doing so it will take into account any gender issues. For instance specific training needs might be identified either for the membership as a whole or for individual members.</p> <p>The support offered to members is tailored to individual requirements and will be discussed with members on their appointment.</p>	Head of Secretariat	2008
Complaints Procedure	M	L	Carry out an EIA on the MPA's Complaints Procedure. This will include addressing any gender issues.	Head of Secretariat	2007
Protocol on member / officer relations	L	M	<p>Review the MPA's protocol to determine whether there are any gender specific issues.</p> <p>Address identified issues.</p>	Head of Secretariat	February 2008



Communications Unit

The Communications Unit is responsible for overseeing the MPA's internal and external communications strategies, media liaison, public relations, online communications and corporate image.

An effective media and communications strategy is vital to promote the work of the Authority and raise awareness of, and support for, its statutory role. In this way, we can communicate to a wide and diverse audience how the MPA carries out its key functions, its responsibility of holding the Metropolitan Police to account, and how we work in partnership to achieve our mission, vision and values.

As the largest police authority in the country, responsible for key national policing functions, with a budget of almost £3 billion and 50,000 staff, it is vital that we are seen to be actively open and transparent in everything we do and accountable for our actions and performance. A strong publicity programme to disseminate accurate and reliable information is, therefore, essential if we are to maintain the support of our partners and, more importantly, of Londoners. It also encourages greater debate, dialogue and feedback from our key stakeholders and communities, helping us to make better judged and informed decisions.

Communications include external and internal audiences, and all of our work around gender will take this into consideration.

Current Priorities

Present priorities include the need to engage more closely with our key stakeholders (including our members and staff) and those we find it difficult to reach and hear.

We will therefore work to improve our communication with all gender groups, through working with our stakeholders (including our members and staff) and gender-focused media.

To this end we are liaising with the MPS, GLA, GoL, the Central Office of Information (COI), and specialist media, and liaising with our colleagues within the MPA's RDU, Community Engagement and CDRP units.

Specifically, we want to know how our messages are received and interpreted by staff and Londoners, and whether we are using appropriate language.



To this end, we will develop direct communication channels to encourage a two-way dialogue and capture feedback, which can then feed into our work programmes and communications strategies. However, as we are all members of a gender group, all of our work will be considerate of gender and transgender issues.

Work plan

We are reviewing the way in which we communicate with all gender and transgender groups and the organisations that represent them, as well as associated specialist media. Our internal communications strategy will also be reassessed to ensure gender issues are addressed. We are conscious of the need to incorporate the Authority's GES objectives specifically, and wider issues, into a strategy to improve communication in this area. It is essential we engage with women, men and transgender groups at every level and through all our work, internally and externally, and ensure we are using the appropriate channels to reach them.

We will develop innovative ways to disseminate MPA key messages and information to gender groups and organisations, for example by looking at the feasibility of introducing more focused gender-specific material and effective ways of dissemination.

We will promote our website to gender groups, as well as wider communities. We will also work with gender and transgender groups and organisations to explore all options for communication. We will also liaise with gender/transgender websites on establishing links. We will ensure material is produced and presented in ways that are acceptable and framed in the right language.

We will work with our RDU and Community Engagement colleagues, as well as the MPS and GLA, to survey gender and transgender organisations to ascertain how we are received and perceived, and whether our key messages are received and understood etc. This will assist us in improving our communication.

Lessons learnt

We will use feedback and consultation to re-evaluate the way in which we communicate with men, women and transgender people as specific and separate groups, and adapt the way in which we communicate so that it is appropriate and effective, and ensure it complies with the requirements of gender equality.



Policy Function	Priority (H/M/L)	Relevance for gender (H/M/L)	Action Plan	Lead Officer	Timetable
The Communications Unit is responsible for overseeing the MPA's internal and external communications strategies, media liaison, public relations, online communications and corporate image.	High	High	<p>We will:</p> <ul style="list-style-type: none"> • Carry out detailed liaison with key stakeholders to formulate and spread best practice; • Establish protocols for communicating with gender groups and media; • Formulate media strategies for disseminating gender specific information; • Consult colleagues on how to tailor our messages around the policing priorities so they meet our GES requirements; and • Carry out EIAs as necessary to quality check our communications procedures, practices and protocols. 	Philip Powell (Director of Communications)	3 years overall, but most of the important set up work will be started and completed within the first 6 – 9 months, with regular checks and updates to follow over the remaining period. New ways of communicating and collecting feedback will be explored in year 2, with evaluation taking place in year 3.



Community Engagement Unit

The MPA is responsible for ensuring a citizen focused police service – a service that responds to the needs of Londoners. This includes strengthening the capacity of communities, not merely to identify problems but also to negotiate priorities for action and shape and deliver solutions.

The MPA's key community engagement objectives are to:

- support the MPA's scrutiny and governance role in implementing the MPA and Metropolitan Police Services joint community engagement strategy;
- transform community engagement at the borough level in order to help Londoners secure more responsive borough policing;
- enlarge the MPA's Community Engagement at a Pan London level and ensure that the viewpoints of Londoners inform the whole of the MPA's decision making and planning process;
- continue to serve London's diverse communities; and
- strengthen the awareness, skills and capacity by which Londoners can effectively engage in the policing of London.

One of the ways in which the public can raise concerns about local problems and help improve the quality of local service is through borough based Community Engagement Groups (CEGs). These independent voluntary groups provide a mechanism for borough police accountability and are a means of reporting back to local people.

The MPA also has a statutory responsibility for the Independent Custody Visiting Scheme. This scheme allows members of the public to visit police stations unannounced to ensure that those held in police custody are being properly treated. There are approximately 400 custody visitors based in 32 London boroughs. Increasing diversity is an issue for the custody-visiting scheme and measures are to be taken to increase the diversity of custody visitors. It should be noted that, though this area of work is not community engagement as such, it allows Londoners to become actively involved in a core aspect of the MPA's work and fulfills one of the MPA's key objectives to strengthen the skills and capacity of Londoners so that they can effectively engage in the policing of London. The MPA is acting on the Home Office Serious Organised Crime and Police Act 2005 obligation for Local Policing Summaries, which requires police authorities to provide local policing information to Londoners. The summaries will ensure that Londoners are made aware of their borough policing priorities and will provide information on how Borough Commanders intend to tackle crime and disorder in their boroughs.



The Authority has a statutory obligation to produce a policing plan in consultation with London's communities. Consultation to inform the plan is organised in partnership with the MPS. This annual consultation includes the involvement of CEGs at the borough level.

In addition to the core activities outlined above, the MPA regularly undertakes ad hoc consultation activities. These additional activities are driven and shaped by legislative requirements/current policing priorities. An example of this is the MPA's recent yearlong programme of community engagement to counter terrorism. The Authority recognises the potential Londoners themselves have to contribute to the safety and security of the capital. The MPA wants to enable London's communities to communicate their views and concerns on these critical issues, which we believe will lead to better informed police decision making and greater public understanding of the complexities involved.

Current priorities and what next?

1 Ongoing monitoring of the community engagement performance of the MPS by:

- commissioning regular reports to MPA Committees on various MPS programme activities;
- requiring clear statements in every Committee report on user impact and citizen focus and how community engagement has informed the content of their report; and
- developing more robust standards and performance measures for community engagement.

2 Transform community engagement to help all Londoners secure more responsive policing at a local level by:

- supporting, piloting and reforming CEGs at the borough level and promoting and disseminating good practice;
- establishing a more equitable, distribution and levelling up of all MPA resources dedicated to borough based engagement;
- monitoring MPS activities at the local level, particularly in the context of Safer Neighbourhoods and the establishment of Safer Neighbourhoods Panels; and
- liaising with local statutory partners to ensure joined up structural arrangements are in place.

3 Enlarging the MPA's community engagement profile at a pan London level by:

- strengthening partnership work with partner organisations such as the GLA, London Councils, Government Office for London, Association of Police Authorities and Home Office, etc; and



- facilitating community engagement on counter-terrorism through a series of public hearings, local consultations and focus groups.

4 Managing the Independent Custody Visiting Scheme by:

- centralising the staffing and administration of the borough Panels;
- developing consistent practice across London through common policy and procedures; and
- establishing a central database and monitoring system.

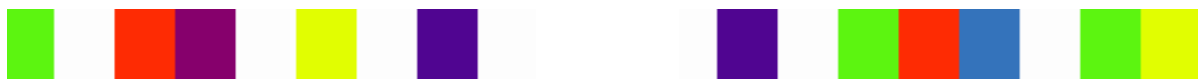
5 Strengthening the community voice by:

- ensuring Londoners are more informed of local policing activities by working with the Metropolitan Police Service in providing Local Policing Summaries; and
- sponsoring conferences, seminars and other forum to share and enhance the knowledge and skills of Londoners in interacting with the police.

Policy Function	Priority (H/M/L)	Relevance for gender (H/M/L)	Action Plan	Lead Officer	Timetable
Counter Terrorism – the London Debate Report recommendations	H	M	When planning the Counter Terrorism Community Engagement series of events, CEU ensured that two of the public hearings were gender specific – a women only public hearing and an Asian men only hearing were held. There were two main reasons for this decision. Firstly, the public hearings were designed to hear from those London communities who had been disproportionately impacted on by the policing response after July 7 th 2005 and secondly, because these particular communities are often	Andrew Hull (Community Engagement Officer)	March 07 – March 08



			<p>overlooked when consultation is carried out by key stakeholders.</p> <p>We will:</p> <p>Ensure that the implementation of the report recommendations address and incorporate gender concerns.</p> <p>Ensure that the report is widely disseminated across London, taking into consideration that the recipient list addresses gender parity.</p> <p>Ensure that the findings are publicised widely, taking into consideration the different types of media used, ensuring that community media, which often caters for particular demographic communities, is utilised.</p>		
Independent Custody Visitors (ICV) Scheme	H	H	<p>Conduct a rolling programme of diversity training for all ICVs, in addition to basic and refresher training.</p> <p>Begin to compile ICV demographic data in order to ensure that panel members are representative of the London population as whole, taking into particular consideration gender parity, ensure the rolling recruitment of the schemes membership is representative of Londoners.</p> <p>Ensure that ICV policy and procedures provide</p>	Kerry McClelland (ICV Manager)	2007 – 2009



			practical information on how to deal sensitively with gender issues.		
Community Engagement Strategy and work plan	H	H	<p>In addition to the actions identified throughout this document, the annual community engagement work plan needs to be taken into account.</p> <p>It should be noted that an integral strand of the Community Engagement Strategy is its equality dimension and the requirement that it includes all sectors of the public. In particular it places emphasis on engaging disproportionately with those sectors of the population who have particular policing needs and are disproportionately impacted by crime and disorder.</p> <p>A useful example of how the Community Engagement Strategy is being implemented is the MPA role on the Safer Neighbourhoods 4 People, children/young peoples, photography project. This project has been designed as a tool which can be adopted/adapted by Safer Neighbourhoods when working and engaging with children/young people.</p>	Tim Rees (Head of Community Engagement Unit)	Ongoing
Community Engagement Groups including Community Safety	H	H	A more rigorous equality dimension has been introduced into the assessment criteria for providing MPA funding to borough based community engagement groups. Documented		



Boards			<p>evidence of the membership representation on both the Membership and Executive of Groups is required and monitored.</p> <p>In addition to the above, the MPA are:</p> <ul style="list-style-type: none"> • Collecting and analysing further information on representation in groups including gender; • Identifying and publishing good/promising practice examples of work with particular equality strands; and • Reviewing policies and practices to ensure that they adhere to MPA equality and diversity principals. 		
Capacity Building/Training Programme	H	H	<p>Ensure that gender concerns are addressed during the development and delivery of the programme.</p> <p>Ensure that the Community Advisory Group, to be convened by the MPA to inform the Capacity Building/Training Programme, has gender parity.</p> <p>Ensure that appropriate consideration is given when locating venues and setting meeting/training times in order to ensure that there is no gender bias.</p>	Tim Rees and Hamera Asfa Malik (Community Engagement Officer)	January 2007 – January 2008



Crime Disorder Reduction Partnership (CDRP) Unit

The CDRP Unit works to fulfil the MPA's statutory role under the Crime and Disorder Act 1998 on the 32 CDRPs across London. The Unit does not deliver any service or develop any policies directly but advises and supports MPA link members in promoting partnership working to reduce crime and disorder. The Unit's role is:

- To work with CDRPs at a strategic level around Community Safety Strategies;
- To monitor local Borough Command Unit (BCU) and council crime reduction performance via the CDRP; and
- To actively share good practice in crime reduction work across London.

The MPA contributes £50K to each of the 32 BCU to use for partnership working. The CDRP team also helps MPA Link Members oversee the use of that Fund.

We are engaged with numerous Boroughs on a wide variety of workstreams including work:

- Specific to addressing Domestic Violence;
- Related to safe travel at night re women and mini cabs etc - Westminster / Kingston;
- Youth diversion projects (eg Kickz and Life projects) which must cater for both genders;
- Tackling crack houses and prostitution - Westminster, Hackney, Lambeth;
- On issues such as under age drinking and related to teenage pregnancy etc - Lambeth, Kingston; and
- On robbery where the offenders are predominantly male e.g. assisting Harrow develop their robbery problem solving plans.

Issues considered

- How CDRP links to voluntary sector organisations, with a particular interest in gender issues, can be developed.
- How to provide a high level service direct to individual members, irrespective of their gender.
- How each CDRP partner is equipped to respond to equality and diversity issues. (Each CDRP is comprised of the local authority chief executive, the police BCU commander, MPA member, London Fire Brigade Commander and the chief executive of the Primary Care Trust (PCT). We must anticipate that each organisation has trained its own representatives in equality issues and that they do so to a standard that this sufficient for each to discharge their statutory obligations. This includes MPA members.)



Policy Function	Priority (H/M/L)	Relevance for gender (H/M/L)	Action Plan	Lead Officer	Timetable
Support Members in their role as statutory partners on CDRPs	H	H	Members of the Authority to ask CDRPs for impact assessments on strategies and plans to be carried out.	Keith Dickinson (Head of CDRP)	Second quarter of 2007
		H	Members to ask CDRPs to ensure that the operational groups below CDRP level improve /support gender specific representation.	Head of CDRP	Third quarter of 2007
Borough partnership fund	M	H	Amend the guidance to include a section on how the application would impact on all equality strands including gender.	Head of CDRP	Second quarter of 2007
Sharing Good Practice	L	L	Look for good practice examples that impact on gender and ensure they are shared as widely as possible.	Head of CDRP	Annual Review



Human Resources (HR) Unit

The internal HR function's current priorities are to support the implementation of the Improvement Programme and an efficiency and effectiveness review of the function itself. The HR Unit's main challenge in terms of the new gender duty is to fine tune our existing HR policies, procedures and practices to promote best practice in gender equality and to proactively address any issues of gender imbalance.

Our current priorities in addressing this challenge are to carry out an online staff survey focused on leadership and management development and designed to identify what we are doing well and what we are not doing so well. The survey will examine issues of leadership and management development in terms of gender and we will put an improvement action plan together to address any issues.

The HR Unit are carrying out a wide-ranging equal pay audit by the end of 2006/2007 building on the work undertaken in 2004. The outcome of the equal pay audit will identify any pay issues around gender and provide a benchmark for improvement in the area of pay.

The HR Unit are also carrying out a wide-ranging review of HR policies, procedures and practices, particularly in the area of gender, to ensure the MPA's policies are fit for purpose and in line with best practice.

The external HR function's current priorities are to develop, in conjunction with members, effective arrangements and systems for oversight and scrutiny of the HR policies, plans and performance of the MPS and to ensure that an effective MPA voice is heard in a number of national and London-wide forums. The main challenge, in terms of the new gender duty, is to ensure the MPS focuses both on the recruitment of female police officers, Police Community Support Officers (PCSOs) and police staff and upon their career progression and development in order to drive cultural change throughout the Service. This will include holding the MPS to account for disproportionality in terms of HR processes, including Employment Tribunals, Fairness at Work (FaW) cases and police staff discipline.

The current priorities are addressing the HR priorities and plans for, amongst others, the MPS, the GLA group, Police Negotiating Board (PNB), Police Advisory Board (PAB) and APA. This will include recognising what is being done well, considering what needs improvement and identifying what are the barriers to, and opportunities for, improvement. In meeting this challenge the intention is to ensure members and officers of the Authority are kept informed and, as necessary, consulted on strategic HR issues.



At present the latest MPS HR Business Plan is under development but will include, amongst other priorities, workforce modernisation (a national programme to create a more flexible workforce and 'professionalise' policing), the HR implications of the Met Modernisation Project (including a shared service centre for HR), reform of police pay and pensions, the introduction of local non-residential police recruit training and work based promotion assessments, all of which will have significant gender equality implications.

In all of this, the intention is to ensure that the MPS adopt an inclusive and transparent approach which demonstrates accountability for HR processes and outcomes.

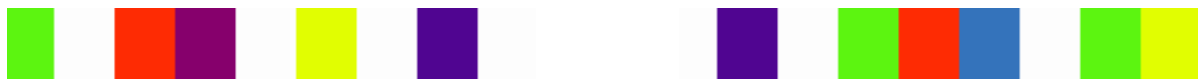
Policy Function	Priority (H/M/L)	Relevance for gender (H/M/L)	Action Plan	Lead Officer	Timetable
HR Policies, Practices and Procedures	H	H	<p>Carry out a review of the MPA's HR policies, procedures, processes and practices to ensure continued fitness for purpose and mirror "best practice" wherever possible. This will include the areas of, and consideration of:</p> <ul style="list-style-type: none"> • ensuring fair recruitment processes; • avoiding concentration of women and men into particular areas of work and addressing it where it already exists ('occupational segregation'); • promoting and managing flexible working; • ensuring high-level part-time work and supporting part-time workers; • managing leave for parents and carers; • managing pregnancy and return from maternity leave; • eliminating harassment including sexual 	Nick Toko (Interim Head of HR)	By 1 March 2009



			<p>harassment;</p> <ul style="list-style-type: none"> • eliminating discrimination against, and harassment of, transsexual staff and potential staff; • grievance and disciplinary procedures; • redundancy; • retirement; and • work-based training opportunities. <p>2. Produce a detailed action plan (to be included in this action plan) for actions following review.</p>		
Equal Pay Audit	H	H	Carry out an Equal Pay Audit by the end of April 2007, including an audit of individual salaries, identifying any pay issues that exist between the MPA's equality strands. This will compare the pay of men and women doing equal work (or work of equal value), investigating the causes of any gender gaps and closing any gaps that cannot be satisfactorily explained on grounds other than sex.	Nick Toko	By end April 2007
Focused recruitment of female police officers, PCSOs and police staff in the MPS	H	H	The MPS, with MPA support, will develop positive action initiatives and targets for recruitment and targeted recruitment campaigns, specifically for police officers and police staff. The proposals for 2007-08 will be submitted to the MPA's Co-ordination and Policing Committee (CoP) for endorsement in June 2007. There will be greater emphasis on achieving a representative	Alan Johnson (HR Policy Officer)	31 March 2008



			workforce through, for example, highlighting work-life balance initiatives and opportunities for specialisation. There will be annual 'targets' for females and BME police officers and police staff in order to set challenging yet achievable goals.		
Career progression and development of female police officers and police staff in MPS	H	H	<p>The MPS, with MPA support, will encourage new initiatives to promote and develop female police officers and police staff. There will be greater emphasis on achieving a representative workforce through, for example, highlighting work-life balance initiatives and opportunities for specialisation. The MPS will report these proposals to the MPA in the Spring of 2007.</p> <p>The Authority is also considering conducting a formal member-led scrutiny on "talent identification and management" in order to address the under-representation of women and BME police officers and police staff at senior levels.</p> <p>This will probably include positive action initiatives, ensuring such staff receives appropriate learning and development opportunities, careers advice and other opportunities for development. There will be challenging annual targets for representation and progression.</p>	Alan Johnson	31 March 2008



Internal Audit

The role of the internal audit function is to examine the business systems of the MPS independently from line managers. The examination is intended to verify that an adequate level of internal control is maintained within all systems, including financial systems, and that policies, procedures and practices are complied with. Also that the system operates effectively, efficiently and economically. The aim is to examine all systems over a five-year cycle, except for those systems that are deemed to be material systems by the Audit Commission, i.e. major financial systems, which are reviewed at a greater frequency. The Forensic Unit of Internal Audit also investigate case specific matters. At the conclusion of an examination recommendations can be made to improve the level of internal control and compliance with policies and procedures.

Internal audit forms part of the MPA corporate governance arrangements and reports to the Corporate Governance Committee of the Authority.

The system audit staff of Internal Audit are qualified auditors and are members of an appropriate professional body. The forensic auditors are either qualified by external accreditation or experience. The members of the MPA in accordance with legislation review the effectiveness of the work of internal audit annually and the Audit Commission reviews the professional standard of the work every three years.

It is important to note that Internal Audit do not own the policies, practices and procedures they examine: ownership remains with management in the area under review. Nor is it the role of Internal Audit to determine or challenge policy. The only exception to this is the Authority's high-level anti-fraud policy, which is owned by Internal Audit.

The work of Internal Audit is determined by an annual risk assessment, which includes factors such as the financial impact of the system, sensitivity, feedback from earlier work, any areas where fraud etc has been detected and time since the previous audit. Included in the systems to be audited will be the systems relating to equalities and diversity to confirm that the MPA and MPS follow their own policies and procedures.

Current priorities

In examining all systems the audit staff are mindful of equalities and diversity issues, including gender and transgender, and when appropriate make recommendations to improve practice and procedures.



What next?

Internal Audit in the conduct of its own business will continue to ensure that it observes the policy and procedure of the MPA relating to recruitment and promotion to enable both men and women (including transgender individuals) to be fairly represented within the thirty five audit staff at all levels. Also, that by training and development, focusing on individual needs, the under representation of women and the needs of transgender individuals are addressed as all are supported to continue to achieve their full potential.

Policy Function	Priority (H/M/L)	Relevance for gender (H/M/L)	Action Plan	Lead Officer	Timetable
Systems Audits	Medium	High	Systems in the MPA and MPS relating to equalities and diversity, including gender and transgender issues, will remain included in the audit programme in order to measure and test compliance with policies and practices.	Peter Tickner (Director Of Internal Audit)	Immediate
Internal Audit (IA) Strategy	Low	High	To address the under representation of women and transgender people in Internal Audit; in the conduct of all future recruitment and promotion exercises consideration will given to extending the range of media used to advertise jobs to include those likely to be read by women and transgender people.	Peter Tickner	Immediate
IA Training Strategy	Low	High	The revision of the IA training strategy, currently underway, will be subjected to an EIA. Evidence will be gathered from the EIA and the performance management system to verify that the reasonable training needs of individuals are being	Peter Tickner	June 2007 March 2008



			met.		
Anti-Fraud Policy	High	Medium	Stakeholders, including women and transgender people, will be consulted as the policy is developed and the policy will be subjected to an EIA. Feedback will be assessed and changes incorporated into the policy or reasons given for them not being included.	Peter Tickner	March 2008
Work Place	High	Low	Feedback will be invited from staff in Internal Audit on the working environment, particularly concerning parity in the allocation of work, health and safety issues and differential (adverse or positive) reactions by auditees, in order to check that it does not discourage applicants from women and transgender people. Any issues identified will be tackled.	Peter Tickner	April 2008



IS/IT Unit

The IS/IT Unit plays a critical role in the delivery of the MPA Corporate Strategy through the utilisation of business information and communication technologies.

The Unit is responsible for all strategic and operational aspects of MPA IT and Telecommunications facilities and services, and the infrastructures they are based upon.

Current priorities

The IS/IT Unit plays a critical role in the delivery of the MPA Corporate Strategy through the following priorities:

- Providing consultation and advisory assistance on issues pertaining to electronic business technologies;
- Ensuring the continued integrity, availability and security of its information and technology assets; and
- Promoting effective use of technology in delivering solutions to business needs.

While there is currently a gender imbalance towards men in IS/IT, future recruitment activities will focus on encouraging and promoting a greater mix of genders. Although staff turnover in the department is relatively low, we will also encourage and promote female contractors.

Other issues

The main areas where gender equalities issues are addressed include:

- email / internet filtering – ensure dissemination of pornographic and other unsuitable image and text based content is controlled and eliminated where possible;
- Health and safety – implement appropriate measures for gender based needs. e.g. laptop carry cases in the form of rucksacks, trolleys or handbags; and
- Flexible working – enable and support gender friendly and family friendly working practices through technology solutions.



Internet and email filtering solutions actively monitor and control transmission of image and text based information. These solutions can effectively restrict sexist content and other material concerning the other five quality strands.

Anonymous feedback can be provided through a Hotmail (or any other web based email service) email account, from which emails can be sent to an MPA address. The email username and password can be made available to everyone in the MPA.

What next?

The following initiatives, activities and processes are in place, or in progress, to address and raise awareness of gender equality issues:

- Induction process - Identification of gender specific needs and issues as part of the health and safety assessment of every new technology user;
- Sourcing appropriate alternative solutions for male, female, transgender technology users where pre-existing arrangements are deemed inappropriate; and
- Continuous awareness of gender equality implications in all technology related projects and activities.

The approach above will enable IS/IT to ensure all gender equalities issues and indeed all other generic equalities issues are identified and addressed from the outset with regular reviews. The policies and processes we will work towards implementing will ensure all evolving needs are successfully identified and addressed appropriately; for example, pregnancy and flexible working arrangements, where they may become relevant at a later date.

Policy Function	Priority (H/M/L)	Relevance for gender (H/M/L)	Action Plan	Lead Officer	Timetable
IT Policies	L	M	Review all IT policies to ensure gender specific Information Technology implications are addressed.	Sudhen Swami (Head of IS/IT Unit)	By Jan 2008



Induction process	M	M	Review induction process for all new technology users. A health & safety assessment will be carried out which will highlight requirements for pregnant women, home working arrangements, and communication with staff who are off work.	Sudhen Swami	Quarterly
Sourcing appropriate alternative solutions	M	M	Where pre-existing arrangements, or those that are part of planned projects, are deemed inappropriate, alternative solutions will be sought for male, female and transgender technology users.	Sudhen Swami	2007 - 2010
Technology Guide for Managers	L	M	IT related gender equalities issues will be addressed more effectively through guidance to be issued to all managers; for example, an action plan for tackling IT implications and arrangements for pregnant women.	Sudhen Swami	September 2007 - December 2007



Planning & Performance Unit

The PPU is responsible for monitoring and analysing MPS performance. It acts as a central MPA resource for research and is a key link in a number of MPS and policing areas.

Current priorities

One of the key roles of the unit, in supporting the MPA's key priorities, is the monitoring and analysing of the performance of the MPS. Police Authorities are required under the Police Act 1996 to monitor the effectiveness and efficiency of their force. It is essential that police authorities know how the performance of their force and BCUs compares with others; and have access to the information on which the Home Office is judging their force's performance.

Another key area includes the oversight of the production of the MPA/MPS Annual Policing Plan and 3-year Corporate Strategy. This includes the development, in consultation with the MPS, of performance indicators and targets for the yearly Policing and Performance Plan.

Other areas of work include the key link for performance for all MPS areas of work including Specialist Operations, Central Operations, Specialist Crime and Territorial Police. Acting as the central resource for the MPA on research which includes carrying out research into specific areas of MPS performance, ad hoc analysis projects for members and/or staff, project managing externally commissioned research and providing advice to all officers on research methods.

PPU also acts as the MPA key link for a number of areas including: Safer Neighbourhoods, PCSOs and the wider policing family and Citizen Focus.

What next?

The consultation received on the policies/functions that PPU lead has been discussed within the unit. The feedback, although not specifically related to the policy/functions that are performed by the unit, will be taken on board and fed back to the MPS where appropriate.



The MPA has been involved in the oversight of PCSOs since April 2002. The use of PCSOs in neighbourhood policing has increased since the Safer Neighbourhood scheme inception. The MPA will continue to work with the MPS to ensure that London receives the service needed.

The MPA PCSO research report “Reflecting London” looked at the diversity of PCSOs compared to Police Officers. Gender formed part of the equality areas that the research examined. Findings revealed some differences in the proportion of successful female PCSOs and police officer applicants and some gender differences in attractions to the roles. More detailed findings are outlined in the case study attached. (See page 21)

The MPA will continue to work with the MPS to ensure that the areas of Rape and Domestic Violence remain priorities. PPU worked hard to ensure that this was an area that Territorial Police concentrated on for their Crime, Control & Strategy Meeting (CCSM) round. The CCSM looks at performance across all boroughs and is an arena for identifying good and poor practice across the force.

The Annual Policing Plan is a statutory requirement and is published each year on the 31 March. The MPA works closely with the MPS to develop a plan that sets out the priorities and action plans for the MPS for the coming year. The MPA agrees measures and targets to which they will hold the MPS to account. Consultation around the priorities happens at an early stage and the MPA are involved in holding events with the community. Online consultation also feeds into this, as well as consultation with MPS staff. EIAs are required from all business groups on their individual plans, which go towards the overarching force wide plan. This level of consultation will continue.

PPU conducted full EIAs for the two main areas of work covered in the action plan, results of which were published for consultation. Annual reviews will be conducted to ensure the EIAs remain ‘fit for purpose’ in the fast-moving environment of police performance management.



Policy/ Function	Priority	Relevance for gender i.e. H/M/L	Action Plan	Lead Officer	Timetable
Oversight of the Performance of the MPS	High	Medium	<p>The MPS Crime Recording Information System (CRIS) captures all crimes that are reported to the MPS, including the gender of the victim and person accused. The gender field has a high compliance rate, but the MPA will ensure that the issue of non-recording of all equality fields is continually monitored within committees.</p> <p>The Planning, Performance & Review Committee (PPRC) monitors all areas of performance, with specific reference to gender specific crimes such as domestic violence, crimes against LGBT individuals, child protection, sexual offences and Trident. PPU are involved in all stages of setting targets for the MPA/MPS and continuing to ensure that they strive to achieve equality of outcomes for male, female and transgender individuals. The target setting process for 2008/09 will commence towards the end of 2007. It is difficult to set specific actions as forthcoming targets will be based around a number of future consultation sessions. However, the PPU foresee domestic violence remaining a high level indicator and will meet with key individuals within the MPS Performance Directorate on a bi-monthly basis to monitor the performance of this and other related indicators.</p> <p>PPU has ensured that the issue of rape and domestic violence was prioritised at the MPS CCSM round which looked at performance and shared good practice in critical areas across all boroughs in London. This included the</p>	Jane Owen (Head of Performance & Planning Unit)	PPU to provide updates on non-compliance/recording to Equal Opportunities and Diversity Board on a 6-monthly basis. Bi-monthly meetings between PPU and Strategy Modernisation and Performance Directorate.



			<p>issue of multiple vulnerabilities of victims.</p> <p>Research conducted by PPU highlighted some gender differences in reasons for applying for the PCSO and police officer role. The research found that the residential nature of the 18-week police officer training course was prohibitive for persons with domestic or other care responsibilities. Police officer training is now becoming more community based and less residential; however the research highlighted a lack of awareness around this issue. ACPO officers have been alerted to the findings of this study and will be asked to respond through a forthcoming EODB.</p>		<p>PPU to request a response to the research findings in their commissioning brief for the Equal Opportunities and Diversity Board in May 2007.</p>
Oversight of the Policing Plan Production Process	High	Medium	<p>The MPA will ensure, when consultation is conducted for the 2007-08 Policing London Plan, that all gender and transgender individuals are considered as part of this process. PPU will conduct a gap analysis of current groups consulted and advise the MPS where appropriate if any disproportionality in consultation is identified.</p> <p>The MPA/MPS Policing Plan is available in a number of different languages and formats. The MPA will continue to ensure that this document is available to everyone. The MPA/MPS Policing Plan is available in electronic form on the MPA website, or a hard copy is available on request.</p>	Jane Owen	<p>Gap analysis exercise to be completed by end of June 2007.</p>



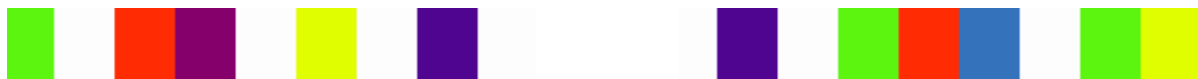
Professional Standards Unit

The MPA's Professional Standards Unit (PSU) works within a legislative framework. The Unit supports the work of the Professional Standards and Complaints Committee (PSCC), whose functions include setting, monitoring and reviewing the operation of the MPS Directorate of Professional Standards (DPS).

PSCC recognises that the way in which the MPS responds to public complaints and allegations of misconduct is a key factor in maintaining public confidence in the policing of London. PSU is therefore committed to working with PSCC and DPS to promote improvements in police practices in relation to all professional standards matters.

In addition to the role of oversight of MPS professional standards matters, PSU also undertakes a number of diverse statutory responsibilities including the handling of complaints and conduct matters involving ACPO officers, forfeiture of police pensions in accordance with the Police Pensions Regulations 1987, consideration of business interests appeals in accordance with the Police Regulations 2003 and administration of Police Appeals Tribunals in accordance with the Police Appeal Tribunal Rules 1987.

Policy Function	Priority (H/M/L)	Relevance for gender (H/M/L)	Action Plan	Lead Officer	Timetable
Data Monitoring	M	H	PSCC will ensure that any identified trends and gender imbalances in complaints data will result in the delivery of recommendations aimed at challenging discriminatory practices and gender imbalances.	Claire Lister (Professional Standards Officer)	Ongoing 2007-2010
Policy Development	M	H	PSU is committed to promoting gender equality. To ensure that the needs of women and men are equally taken into account in the services it provides, PSU will ensure that equality impact assessments are carried out in respect of all new policies and services as and when these are developed.	Claire Lister	Ongoing 2007-2010



Review	M	H	Following an annual review of the Gender Equality Scheme in April 2008, PSU will commit to updating its action plan accordingly. Stakeholders will be consulted as the scheme is developed.	Claire Lister	April 2008
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Race and Diversity Unit (RDU)

The Equality Act 2006 amends the Sex Discrimination Act 1975 to place statutory duty on all public authorities, when carrying out their functions, to have due regard to the need:

- To eliminate unlawful discrimination and harassment; and
- To promote equality of opportunity between women and men.

This general duty comes into effect on 6 April 2007.

Essential to the MPA successfully scrutinising the MPS is understanding the compound effect of discrimination and challenging the barriers to effective employment, service delivery and community engagement practices.

The MPA will assess whether, and in what ways, race and gender might impact upon MPS practice resulting in the disproportionality of Black and minority ethnic people in stop and search rates.

The RDU is tasked with the responsible for supporting the work of EODB and ensuring the MPA Equal Opportunities and Diversity Strategic Objectives 2004 – 2007 are achieved. These objectives are an important step to enable the MPA and its staff to mainstream equality and diversity, ultimately enabling the MPA to effectively monitor and scrutinise the work of the MPS, from public engagement with community representatives to supporting the work of members and staff.

This Scheme will stand alongside our existing Race Equality Scheme (RES) and our Generic Equality Scheme (GNES), when completed and will include issues relating to recruitment, retention and career opportunities.

Through our Scheme and action plan, RDU will demonstrate how we intend to meet the Gender Equality Duty to:

- Publish a Gender Equality Scheme; and
- Ensure that issues for the transgender community are incorporated in the action plan.



Policy Function	Priority (H/M/L)	Relevance for gender (H/M/L)	Action Plan	Lead Officer	Timetable
The MPA Domestic Violence Board has been set up to monitor, scrutinise and support the Metropolitan Police Service (MPS) in its performance and response to domestic violence.	H	H	<p>To scrutinise and monitor the activities of central MPS directorates and 6 Borough Occupational Command Units (BOCUs) in relation to domestic violence by June 2007. To make a series of recommendations for improvement that will lead to increased performance in sanction detection rates, victim and witness care and community engagement by BOCUs. Consider joint link with CDRP Unit and Community Engagement Unit.</p> <p>To liaise with community and voluntary groups and to make recommendations to Government on improving women's and children's safety in relation to domestic violence. A series of scrutiny meetings are currently taking place and will be reviewed in June 2007.</p> <p>To scrutinise and monitor MPS involvement in Project Umbra, commissioned by the London Criminal Justice Board and designed to improve London's response to domestic violence. A series of scrutiny meetings are currently taking place and will be reviewed in June 2007.</p>	Hamida Ali (Policy Development Officer)	Ongoing to June 2007



<p>The RHCF is set up to improve the co-ordination between the key agencies responsible for dealing with victims of race hate crime and to improve the effectiveness with which perpetrators of race hate crimes are brought to justice. Its overall purpose is to help reduce and prevent race hate crimes, improve the confidence and satisfaction of victims in reporting crimes, and to</p>	<p>H</p>	<p>H</p>	<p>Effect policies, protocols and processes that will contribute to the effective and efficient implementation and monitoring of performance of the Race Hate Crimes “aspect” of the Crime and Disorder Audits and strategies by the local partnerships at a pan-London level. Additional resources to the RHCF will enable improved scrutiny of gender, and transgender issues. Current monitoring and feedback is done via Local Authority hate crime coordinators. Success will be measured in increased access to and effective reporting and prosecution of hate crime. Effective use of civil action as remedies.</p> <p>Engage with key central government departments and pan-London agencies to secure agreement to a pan-London Protocol for responding to and dealing with Race (and other) Hate Crimes at local partnerships.</p>	<p>Bennett Obong (Race Hate Crime Forum Project Manager)</p>	<p>Monthly meetings taking place – all 32-borough areas will have delivered presentations to the RHCF by December 2007.</p>
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promote consistent service across London.					
To monitor hate crime in relation to victims and perpetrators across the diversity strands and young people.	H	H	The RHCF is in the process of monitoring hate crime victims and perpetrators, to ensure that hate crime in relation to gender, other than domestic violence, is explored. The RHCF will maintain its input from the LGBT IAG to support its scrutiny of boroughs. The RHCF will be working closely with MPS and MPA planning and Performance to monitor data.	Bennett Obong	Bi-monthly reports are presented to the RCHF to facilitate monitoring of hate crime. Currently in process.
The RHCF is soon to be working with MPS to explore underreporting of hate crime from young people, Kurdish, Somali, Tamil, Pakistani and Bangladeshi communities.	M	H	There is significant underreporting from these communities and therefore a need to explore issues and barriers experienced by these communities. Of particular concern is the potential additional vulnerability of women in this regard from these communities. The RHCF will monitor the success of and issues related to this MPS project of community engagement.	Bennett Obong	As this is an MPS lead area of work, the RHCF is governed by the process involved in establishing an outreach programme of activities directed at the communities listed. This new initiative is due to commence later this year 2007.



<p>Stop and Search scrutiny of the MPS Practice</p>	<p>H</p>	<p>H</p>	<p>To explore the direct financial costs in terms of public trust and confidence.</p> <p>To determine the extent to which the finding from the stops and searches inform police intelligence.</p> <p>To identify good practice models of public awareness and discussion on stop and search practice.</p> <p>To determine whether stop and search practice is indeed 'colour-blind' and if minorities are over represented. The focus is currently on young men and this will continue. There is a need to examine the impact of Stops and Searches in relation to women and transgender communities.</p> <p>There is a need to particularly explore stops and searches in relation to perceived Muslim women since the increase in terrorist activity and assaults on similar communities. Issues raised throughout this process will be further assessed via liaison with identified boroughs.</p>	<p>Cynthia Coleman (Stop & Search Project Assistant)</p>	<p>Quarterly meetings are open to the public to establish the issues at local level and support work being done at borough level.</p> <p>Establish a process to monitor gender and transgender data by December 2007.</p>
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Scrutiny and Review Unit

The MPA has a duty to monitor the performance of the MPS and secure continuous improvement in the service provided to the people of London. To help it carry out these responsibilities the Authority undertakes in-depth projects, or scrutinies, into specific aspects of MPS performance. Members of the police authority, supported by the Scrutiny and Review Unit, undertake these scrutinies. We use a number of criteria to identify areas of service delivery that would benefit from more in-depth scrutiny. These include performance (particularly poor performance) resources, and implications for equality and diversity (e.g. disproportionality).

We scrutinised the MPS approach to investigating rape in 2002. A panel of five members of the Authority heard evidence from key people who had views on rape investigation and victim care. In addition, written evidence was gathered from organisations across London and from a victim questionnaire. The panel also visited victim referral centres and attended two conferences on the subject of rape.

From all of the evidence heard, the panel has made 38 recommendations aimed at improving rape investigation and victim care. These recommendations are made in the areas of: direct service provision; structures and systems in place for investigating rape; and specific crime categories and victim groups. Our Planning Performance and Review Committee monitored implementation of the recommendations. Rape remains a key area of interest for this committee.

Policy Function	Priority (H/M/L)	Relevance for gender (H/M/L)	Action Plan	Lead Officer	Timetable
Scrutiny framework	H	H	MPA review of scrutiny framework including gender specific consultation public consultation aimed at ensuring that our framework places appropriate emphasis on gender. The framework will be amended to reflect any review findings as appropriate.	Siobhan Coldwell (Head of Scrutiny & Review Unit)	To be complete by end March 2009



Scrutiny process	H	H	Bespoke impact assessment at the start of each scrutiny to identify positive/negative gender issues that will require investigation during scrutiny. Engagement with relevant user / staff groups throughout the process to ensure that issues are being addressed. Impact assessment of recommendations where appropriate.	Scrutiny Team	On-going
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Treasury Unit

The Treasurer heads up the Treasury Unit, and is the financial adviser to the MPA. He is responsible for ensuring that the financial affairs of the Authority and the MPS are properly administered having regard to probity, legality and appropriate standards.

The Treasury Team as a whole is responsible for:

- Providing financial advice to the MPA on all aspects of its activity, including the strategic planning and policy-making process;
- Advising the Authority on the content and implications of the budget and medium term financial plans;
- Supporting the Authority in presenting budget proposals to the Mayor for approval through the Greater London Assembly;
- Assisting the Authority in seeking to obtain value for money;
- Ensuring that accurate, complete and timely financial management information is provided to the Authority and the Commissioner;
- Advising the Authority on financial propriety;
- Securing the preparation of statutory and other accounts;
- Securing appropriate banking arrangements and treasury management including loans and investments;
- Advising on risk management and insurance;
- Working with the Chief Executive to ensure effective corporate management of the Authority's resources;
- Scrutiny and holding to account of the MPS in relation to IS/IT and property;
- Ongoing review of government grant distribution;
- Contract and Financial regulations;
- The implementation of the prudential code; and
- The application of Activity Based Costing.

Our priorities are to:

- Ensure that policing in London makes best use of available resources;
- Work jointly with the MPS to identify improvements;
- Establish modern local authority (as opposed to central government) based accounting systems; and
- Agree/ implement appropriate arrangements with all interested parties (the MPA, the MPS, the GLA, the Mayor and his staff, and the Home Office) to secure the right level of funding for London's police service.



Policy Function	Priority (H/M/L)	Relevance for gender (H/M/L)	Action Plan	Lead Officer	Timetable
Contract Regulations (Part F of Standing Orders) and Procurement Policy	H	M	<p>Contribute to the GLA sustainable procurement steering group and project board. The group is concerned with putting structures in place to prevent barriers to equal opportunities being created throughout the contracting and procurement process.</p> <p>Review Contract Regulations and Procurement Policy, in consultation with the RDU and other interested parties, to ensure that good practice around accessible procurement is included.</p> <p>Ensure that management information on suppliers is provided to the GLA group on a quarterly basis – monitoring the effectiveness of the policy in removing barriers.</p> <p>Ensure all future reviews consider gender issues.</p>	Annabel Adams (Deputy MPA Treasurer)	<p>Ongoing</p> <p>March 2007</p> <p>Quarterly</p> <p>Annually</p>
Treasury Management Strategy	H	M	<p>Undertake a review to identify if and how the current structure causes barriers to equal opportunities.</p> <p>On completion of the review draw up an action plan to address any issues highlighted in the review.</p>	Annabel Adams	<p>September 2007</p> <p>April 2008</p>



			<p>Ensure that identified actions are reflected in the 2008-09 Treasury Management Strategy.</p> <p>Ensure future reviews of Treasury Management strategy consider gender issues.</p>		Annually
Financial Regulations (Part E of Standing Orders)	L	M	<p>Conduct review of Financial Regulations in consultation with the RDU and other interested parties. The review to include consideration of gender issues and potential inequalities within the regulations.</p> <p>Ensure all future reviews consider gender issues.</p>	Annabel Adams	<p>Annually from March 2007</p> <p>Annually</p>
Oversee the budget and financial planning process	H	M	<p>Ensure that all prospective areas of saving are subject to an EIA to ensure that any cuts in service do not adversely impact on one gender group.</p>	Ken Hunt (MPA Treasurer)	Annually



Appendices

Appendix 1 - The social model of disability

The social model of disability says that physical and social barriers negatively impact on people who have impairments or medical conditions. The difference between impairment and disability is that impairment limits what someone can do physically or mentally, whereas disability limits their ability to take part in the normal life of the community on an equal basis.

The social model was developed by disabled people in opposition to what came to be known as the individual or medical model of disability. The key difference between these two models is the location of the 'problem'.

In the medical model, disabled people are unable to participate in the community as a direct result of their impairment; impairment causes disability. So in the medical model it is a disabled person's personal tragedy that they are excluded and this is 'incurable'. But in the social model exclusion is a social problem and it can be rectified by society removing its barriers.

Barriers that typically prevent disabled people participating fully in society and which need to be removed can be:

- information and communication barriers;
- physical barriers;
- policy or procedural barriers;
- or
- attitudinal barriers

Appendix 2 - MPA and MPS Joint Equality Statement

The Metropolitan Police Authority and Metropolitan Police Service are committed to the development of a customer-focussed workforce that respects, and is inclusive of, the diversity of the communities we serve and one in which individual talent and potential is recognised and cultivated.

We will continue, in a culture of fairness, to work towards the elimination of unlawful discrimination, the promotion of good relations between all persons and the promotion of equality of opportunity irrespective of race, gender, disability, age, sexual orientation, religion or belief, or working arrangement.

We will strive to provide a working environment and service delivery that is free from harassment, bullying, or victimisation.

We jointly acknowledge our responsibilities towards the members of London's diverse communities. We will engage with, and value the contributions of, our partners and continue to nurture positive relationships of constructive support and scrutiny.

Together we will work to achieve our common vision of making London the safest major city in the world through effective and efficient means, improving our internal working environment and delivering excellence in governance and service provision.

Sir Ian Blair QPM
Commissioner
MPS

Catherine Crawford
Chief Executive
MPA

Len Duvall AM, OBE
Chair
MPA

December 2005

Appendix 3 – Glossary

Compliance notice

A legally binding notice that can be served on authorities that are failing to comply with the general or specific duties after April 2007. The notice will state that the authority must meet its duties and tell the EOC within 28 days what it has done to comply with the duties.

Direct discrimination

Less favorable treatment of a person in regards to their age, disability, gender, race, religious belief or sexual orientation compared with the treatment or likely treatment of a person of another gender in the same or similar circumstances.

Disability

Disabled people's organisations define disability as: "The loss or limitation of opportunity that prevent people who have impairments from taking part in life of the community on an equal level with others due to physical and social barriers."

Diversity

The difference in values, attitudes, cultural perspective, beliefs, ethnic background, sexual orientation, skills, knowledge and life experiences of each individual in any group of people.

Diversity in the work place is an understanding that there are differences among employees, suppliers and customers (internal or external), an acceptance of these differences so that each person is treated and valued as a unique individual, and recognising that these differences can be an asset to work being done more efficiently and effectively.

The term does not mean the same as equal opportunities as it seeks to avoid reference to discrimination and the impact that power imbalances have on different communities.

Duty

A mandatory and legal obligation to do something, in this case, to eliminate sex discrimination and promote gender equality.

Employment practices

These are the terms set by employers, which affect people in the work place, such as pay, recruitment, promotion, managing maternity and working hours.

Equal value

When work is different but considered to be of equal worth in terms of demands such as decision-making, skills and effort.

Equality Act 2006

The legislation, which legally created the Commission for Equality and Human Rights (CEHR) and introduced the Gender Equality Duty.

Equality

A short hand term that refers to all work addressing issues of discrimination and disadvantage, particularly relating to age, disability, gender, race, religion or belief and sexual orientation.

This is the vision or aim of creating a society free from discrimination, where equality of opportunity is available to individuals and groups, enabling them to live their lives free from discrimination and oppression.



Equal opportunities

The provision of equal rights and development of practices that promote the possibility of fair and equal chances for all people to develop their full potential and the removal of barriers of discrimination and oppression experience by certain groups.

Gender

A concept that refers to the social differences, as opposed to the biological ones, between women and men that have been learned are changeable over time and have wide variations both within and between cultures.

Gender mainstreaming

The systematic integration of the respective situations, priorities and needs of women and men in all mainstream policies with a view to promoting equality between women and men.

Gender neutral

In policy terms, a policy which has no differential impact, either positive or negative, for equality between women and men.

Gender blind

Ignoring or failing to address the gender equality dimension.

Gender equality

The concept that all human beings are free to develop their personal abilities and make choices without the limitations set by strict gender roles; that the different behavior, aspirations and needs of women and men are considered, valued and favored equally.

Gender impact assessment

Examining policy proposals to see whether they will affect women and men differently, with a view to adapting these proposals to make sure that any discriminatory effects are neutralised and that gender equality is promoted.

General and specific duties

The Race Relations (Amendment) Act 2000, Disability Discrimination Act 2005 and the Equality Act 2006 all place general and specific duties on public bodies which require them to have 'due regard' to the need to eliminate discrimination and to promote equality with regard to race, disability and gender.

However there are different wordings in the regulations of all three duties with each of the three duties having a different list of areas which public authorities should have 'due regard' to in carrying out their functions.

General Duty

The overall gender duty on public authorities to eliminate sex discrimination and harassment and to promote gender equality in their policies, services and employment.

Good practice

Examples of services, employment or policies, which take gender equality into account.

Positive action

Measures targeted at a particular group and intended to eliminate and prevent discrimination or to offset disadvantages arising from existing attitudes, behaviors and structures. (Definitions adapted from 'One hundred words for equality: A glossary of terms on equality between women and men', available from Directorate General for Employment, Industrial



Relations & Social Affairs, European Commission.

Metropolitan Police Authority

The independent statutory body established to secure and maintain an efficient and effective police service for London.

Policies

The formal and informal decisions taken by an organisation on how it carries out its duties and uses its powers.

Race

The Race Relations (Amendment) Act 2000 uses race both to describe the catch-all class that receive protection under the Act, that is, racial group, and as one of five sub-classes that fall within it (race, colour, nationality, ethnic or national origin).

Social inclusion

This allows a person to access and benefit from the full range of opportunities available to members of society. It aims to remove barriers for people and areas that experience a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime rates, poor health and family breakdown.

Transsexual⁸

These are people whose physical sex does not match their gender as perceived by them and who feel beyond doubt that they need to change the physical characteristics.

⁸ Definition taken from the Crown Prosecution Service – Transgender Management Guidance



Appendix 4- Acronyms and abbreviations

ACPO	Association of Chief Police Officers
AtW	Access to Work
APA	Association of Police Authorities
BAME	Black, Asian and Minority Ethnic
BCP	Business Continuity Plan
BME	Black and Minority Ethnic
BOCU	Borough Operational Command Unit
BVPI	Best Value Performance Indicator
CDRP	Crime and Disorder Reduction Partnership
CEP	Corporate Equality Plan
CEU	Community Engagement Unit
COI	Central Office of Information
CPCG	Community Police Consultative Group
CRE	Commission for Racial Equality
CRIS	Crime Reporting Information System
CSB	Community Safety Board
DEA	Disability Employment Adviser
DESWG	Disability Equality Scheme Working Group
DDA	Disability Discrimination Act
DIAG	Disability Independent Advisory Group
DRC	Disability Rights Commission
DSE	Display Screen Equipment
EIA	Equality Impact Assessment
ESLG	Equality Standard for Local Government
FTA	Fixed Term Appointment
FoIA	Freedom of Information Act
GESSG	Generic Equality Scheme Steering Group
GLA	Greater London Authority
GLA Group	The GLA Group includes the Greater London Authority; London Development Agency; London, Fire and Emergency Planning Authority; Metropolitan Police Authority; and Transport for London.



GLAD	Greater London Action on Disability
GoL	Government Office for London
HASAW	Health and Safety at Work
HMIC	Her Majesty's Inspectorate of Constabulary
HR	Human Resources
HRA	Human Rights Act
ICVS	Independent Custody Visiting Scheme
ISIT	Information Systems and Information Technology
IPCC	Independent Police Complaints Commission
LDA	London Development Agency
LGBT	Lesbian, Gay, Bisexual and Transgender
LFEPA	London, Fire and Emergency Planning Authority
LRHCF	London-wide Race Hate Crime Forum
MPA	Metropolitan Police Authority
MPS	Metropolitan Police Service
PAB	Police Advisory Board
PCS	Public and Commercial Services Union
PCSO	Police Community Support Officer
PDR	Performance Development Review
PNB	Police Negotiating Board
PPRC	Planning, Performance and Review Committee
PSCC	Professional Standards and Complaints Committee
PSU	Professional Standards Unit
RDU	Race and Diversity Unit
RRA	Race Relations Act
RR(A)A	Race Relations (Amendment) Act
SLA	Service Level Agreement
SDA	Sex Discrimination Act
TASER	Thomas A. Swift's Electrical Rifle
TfL	Transport for London



Appendix 5 - List of organisations that were contacted and consulted for the Gender Equality Scheme

Abortion Rights

Account3 Women's Consultancy Service

Ashbourne Centre Associates

Association for Improvements in the Maternity Services (AIMS)

Asian Deaf Women's Association

Bexley Association of Disabled People

Black Disabled People's Association

Black Londoners Forum

Brent Advocacy Consortium

Boadicea - Disabled Women's Newsletter

Campaign Against Domestic Violence (CADV)

Childcare Plus Ltd

Clays Lane Ladies Club

Cinenova - promoting films by women

Commission for Racial Equality

Daycare Trust

Disability Independent Advisory Group

Disability Information Service Centre

Disability Rights Commission

Door of Hope

Equal Opportunities Commission

Equalities National Council

Feminist Library

Foundation For Women's Health, Research And Development (FORWARD)

Greater London Action on Disability



Harrow Women's Centre
Hillcroft College
Independent Police Complaints Commission
International Community of Women Living with HIV/AIDS (ICW)
International Women Count Network
KENRIC
Life-Changers
London Access Forum
London Development Agency
London Equalities Commission
London Women and Planning Forum
Marie Stopes International
Multicultural Disability Advocacy Association
National Disabled Police Association
Naz Foundation International
Naz Project
Older Lesbian Network
Prisoners' Families and Friends Service
Project Parity
Positive Body Image
Space for Women, Providence Row
Street Cred - a project of Quaker Social Action
Trades Union Congress
Trident Independent Advisory Group
Women and Manual Trades
Women's Alcohol Centre
Women in Publishing
Women's Environmental Network
Women's Health Concern
Women's Pioneer Housing
Womankind Worldwide
Westminster Human Rights and Race Equalities



Appendix 6 - Other formats and languages

This document is available in audiocassette, Braille, large print, easy read, electronic (PDF), electronic (MSWord) and signed language video.

Additionally this document is available in the following languages:

Arabic
Bengali
Chinese
French
Greek
Gujarati
Hindi
Punjabi
Spanish
Urdu
Vietnamese
Turkish

For a copy, please contact the MPA:

Race and Diversity Unit
Metropolitan Police Authority
10 Dean Farrar Street
London
SW1H 0NY

Tel: 020 7202 0249
Fax: 020 7202 0200
Minicom: 020 7202 0173
Email: randd@mpa.gov.uk

You will need to supply your name and postal address and state the format of the publication you require.



**Metropolitan Police Authority
10 Dean Farrar Street
London SW1H 0NY
April 2007**

The Metropolitan Police Authority (MPA) exists to make sure that London's police are accountable for the services they provide to people in the capital

