

Appendix 3
EQUALITY IMPACT ASSESSMENT

The Equality Impact Assessment Standard Operating Procedure /Guidance **must** be used when completing this form.

Protective Marking:	Not protectively marked	Publication:	Yes		
Title:	MPA/MPS Policing London Business Plan 2011 - 2014				
Branch/OCU:	Planning and Performance team, Strategy and Improvement Department, Directorate of Resources				
Date Created:	November 2010	Review Date:	November 2014	Version:	0.12
Author:	Director of Resources				

Person completing EIA: Marie Rune		
Signed: _____	Date: _____	
Person supervising EIA: Paul W Clarke		
Signed: _____	Date: _____	
Quality Assurance approval:		
Name: _____	Unit: _____	Date: _____

Decision Making	
Decision Maker:	
Name:	Rank or Grade:
What is the decision?	
Reject the proposal	Yes <input type="checkbox"/> No <input type="checkbox"/>
Implement the proposal	Yes <input type="checkbox"/> No <input type="checkbox"/>
Produce an alternate proposal (if so, a new impact assessment Must be completed)	Yes <input type="checkbox"/> No <input type="checkbox"/>
SMT / (B)OCU/Management Board endorsing decision	
Name:	Rank or Grade:

1. Aims and Purposes of Proposal

London's population presently stands at approximately 7.6 million people and is expected to rise to 8.1 million by 2016. This population, made up of a diverse range of communities, cultures, spoken languages, religions, ages and beliefs, is forecast to diversify further over the coming years making London a very unique place to police and work.

The Policing London Business Plan is a joint report between the Metropolitan Police Authority (MPA) and the Metropolitan Police Service (MPS) and describes this overarching strategic approach by detailing the Service's long-term policing commitments and explaining the rationale behind how the Service determines its corporate objectives. It describes how the Service intends to work across boundaries, bringing different groups and teams together both within and external to the Service in order to provide a quality service to the people of London in the most cost effective and efficient manner possible. It also describes how it considers the requirements of the Authority and external stakeholders, particularly the Government, the Mayor and the people of London.

Public consultation is central to informing the Metropolitan Police Authority (MPA) and Metropolitan Police Service (MPS) of what London wants from its police service, and public consultation around the identification of policing priorities is a critical part of the MPA/MPS planning cycle. It allows the organisations to address any differences between public concerns and the MPS strategic objectives and ensures that Londoner's views are reflected when deciding where to direct resources.

Each year the Service carries out a Corporate Strategic Assessment which provides the foundation for the corporate planning process. The assessment provides an analysis and insight to a wide range of evidential research concerning the impact of changes to technology, crime and the population it polices, to inform strategic debate and decision making. These decisions form the basis for the development of the Policing London Business Plan and the subsequent supporting Business Group Business Plans and Operational Command Unit Plans.

The outcome of this year's Corporate Strategic Assessment has identified three broad themes; Safety, Confidence and Value for Money. Further discussions amongst Management Board members subsequently identified a fourth theme, Olympics, due to the events impact operationally and on the people of London. These themed areas are extensive and embrace all MPS activity; they apply to every Business Group, Command Unit and individual; providing a clear framework for high level strategic thinking and decision making and they align with the Metropolitan Police Authorities' Met Forward work.

Sitting underneath these four themed areas are 14 corporate objectives. Each Business Group has responsibility for meeting the corporate objectives. These are:

Safety

- To reduce victimisation
- To target the most harmful offenders
- To reduce crime with particular reference to problem locations
- To prevent terrorism and violent extremism

Confidence

- To improve the quality of our engagement with the public
- To improve individual access to police services

- To improve response policing and the satisfaction of service users
- To improve the quality of individual interactions with the public

Value for Money

- To deliver efficient and effective support services at the lowest possible unit cost
- To make the most productive use of our operational asset including our people
- To do all that we can to maintain operational capability

Olympics

- With partners to prepare for and deliver, as far as is practical, a safe and secure Olympic games
- To minimise, as far as is practical, the impact on policing London during games time
- To ensure that opportunities for legacy and learning are seized and acted upon

The corporate objectives outline what the MPS will be focused upon for the period 2011 to 2014, with the Commissioner's five 'P's framework: Presence, Performance, Productivity, Professionalism and Pride, focusing upon how Police Officer and Staff behaviour will enable day-to-day delivery of the activities that will deliver the corporate objectives. Together they provide an overarching strategic approach to how the MPS will provide its policing services for the period 2011 to 2014.

The purpose of the Plan details how the Service intends to meet the corporate objectives by describing the activities it promises to undertake to deliver the objectives and the targets that have been set to measure our performance.

The Service Improvement Programmes and other change programmes, together with revised ways of working, as articulated in the Policing London Business Plan, are supported by the Business Group Business Plans. On an annual basis each Business Group identifies the activities they will be focusing upon during the following year and agree revenue savings (and in some cases growth). Business Groups are asked to complete Equality Impacts Assessments for activities described in their plans and to provide a statement in the plan describing how they have mitigated any impact their activities have on staff and/or members of the public, together with a link to the relevant EIAs.

As part of this process Business Groups are also asked to consider any environmental, social and economic issues identified as a result of undertaking an activity in order to ensure that the MPS is responsible, efficient and sustainable in its delivery. This is in support of the MPS Corporate Social Responsibility Strategy which draws together and builds upon existing corporate strategies, activities and processes, described in the Policing London Business Plan. The strategy provides the Service with a coordinating framework to identify report and manage the environmental, social, ethical and economical impact as part of its overall business planning and performance management framework.

2. Examination of Available Information

Legislation

The MPA and MPS have a joint statutory duty under the Police Act 1996 (as amended by the Police and Justice Act 2008) and the Policing Plan Regulation 2008 to produce and publish an annual policing plan. This year's plan, Policing London Business Plan 2011-14, sees a greater emphasis, and challenge, on performance delivery due to the significant budgetary constraints placed upon the policing and public sector communities. The Service will do this by retaining focus on its core priorities in order to maintain operational capability, by ensuring it has lean management processes that drive the business and that it makes best use of operational assets.

The new Equality Act 2010 (that became law 1 October 2010) replacing previous equalities legislation, such as the Race Relations Act 1976 and the Disability Discrimination Act 1995, requires that we consider the individual and cumulative effect of the objectives and activities described in the draft Policing London Business Plan against the following "protected characteristics":

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Religion or Belief
- Race
- Sex
- Sexual Orientation.

Corporate Strategic Assessment (CSA)

The Corporate Strategic Assessment (CSA) is the primary strategic document created in the organisation. As part of the wider environmental scan, the impacts of the Home Secretary's Strategic Policing Priorities and the MPA's Met Forward on the MPS are being considered. This is to ensure that the direction of the MPS pays due regard to stakeholder expectations.

Feeding into the development of the CSA are a number of products;

- London Landscape - covering London's demographics / crime profile / demand profile / strategic impact on policing
- PESTLE Analysis - environmental scanning
- Strategic Intelligence Assessment - from the Met Intelligence Bureau (MIB)
- Business Group Engagement - to ensure involvement of the whole organisation in strategic thinking, analysis and formulation
- Public survey - 'Have your say on Policing in London' (MPA) and
- Staff survey - 'Your Voice Counts'.

The key output from the CSA process is a draft set of themes and corporate objectives for consideration by Management Board, namely:

- Safety
- Confidence
- Value for Money
- Olympics.

These themes and objectives provide the foundation for all subsequent planning activity and form the basis of the Policing London Business Plan.

The outcome of this year's Corporate Strategic Assessment has focused thinking and priority setting around corporate strategic activity and performance delivery within budgetary constraints. This has meant a move away from a more traditional tactical, intelligence led policing approach.

This will assist the Service in reflecting a wider range of business activities within its business plans and will enable it to refocus thinking to ensure it makes best use of resources to deliver policing services in the most efficient way possible. In practice this has forced the Service to be clear about what it wants to deliver and how it wishes to deliver it while considering its statutory duty.

Service Improvement Plan

The MPS Service Improvement Plan (SIP) is a formal process through which major improvement / efficiency activity is identified and implemented and forms part of the Service's medium-term business and budget planning process. The SIP identifies the areas of the Service, which are the focus of investment or efficiency review decisions.

The Service Improvement Programmes that are currently underway have meant that significant changes to the structure and operational and business delivery of Service functions and services are being considered. This includes reducing the costs of inanimate objects and non-staff costs quickly, ensuring that our business model is as lean as is practically possible and only then reducing numbers of operational officers whilst mitigating the loss in capacity. As part of our Customer Service Strategy we are developing a response policing model that will enable efficient and effective prioritisation of demand and resource assignment based on the needs of the customer. This will ensure that our response to calls from the people of London, including more than two million 999 calls that we respond to each year, reflects their needs.

The programmes of change will have diversity and equality issues which will impact staff and/or the members of the public. Programme Change leads are taking these issues into consideration and undertaking necessary equality impact assessments and mitigating actions as part of on-going discussions.

The overall equality and diversity impact of these change programmes is also being monitored at a corporate level, which is of particular importance when it is anticipated that there will be more change programmes coming on-line in the coming months.

Initial Voluntary Redundancy exercise

In order to deliver savings and reductions in costs arising from change programmes and SIPs, a Voluntary Redundancy exercise was undertaken at the end of 2010. Due to the voluntary nature of staff submitting personal information within the MPS, there is limited data around disability, religion or belief, gender reassignment and sexual orientation which make it impossible to accurately assess the impact of the initial voluntary redundancy exercise on these groups.

However, data held on MetHR around age, length of service, sex, and race for the change programmes that participated in the initial voluntary redundancy exercise are as follows:

AGE *

MPS Police Staff - 61% are over 40, 29% are over 50

Catering - 87% are over 40 - 58% are over 50

Training (Es & Fs) - Band E 66% over 40 - 33% are over 50, Band F 71% are over 40 - 44% are over 50

Traffic Wardens - 81% are over 40 - 40% are over 50

Station Reception Officers - 76% are over 40 - 39% are over 50

Police Staff Redeployment list - 80% are over 40 - 38% are over 50

Greater impact on in-scope staff over 40 and over 50 against MPS Police Staff average.

* Data from December 2010

LENGTH OF SERVICE *

MPS Police Staff - 42% have 10 years or more service, 35% have 15 years or more service.

40.2% of the Catering in-scope community have 10 years or more service and 27.3% have 15 years or more service.

49% of the in-scope Training Band Es have 10 years or more service and 43% have 15 years or

more service.

48% of the in-scope Training Band Fs have 10 years or more service and 48% have 15 years or more service (No Band Fs have between 10-14 years).

77% of the in-scope Traffic Wardens have 10 years or more service and 69% have 15 years or more service.

54% of the Police Staff Redeployment list have 10 years or more service and 45% have 15 years or more service.

52% of SROs have 10 years or more service and 42% have 15 years or more service.

Greater impact on in-scope staff who have 10 years or more service (except Catering) or 15 years or more service against MPS Police Staff average.

* Data from December 2010

SEX *

MPS Police Staff - 58% female - 42% Male

Catering - 78% female - 22% male

Training (Es & Fs) - Band E 71% female - 29% male, Band F 84% female - 16% male

Traffic Wardens - 75% female - 25% male

Station Reception Officers - 71% female - 29% male

Police Staff Redeployment list - 61% female - 39% male

Greater impact on in-scope female staff (except Police Staff Redeployment list) against MPS Police Staff average.

* Data from December 2010

RACE *

MPS Police Staff - BME 23% Non BME 77%

Catering - BME 68% non BME 30% unknown 2%

Training (Es & Fs) - Band E BME 26% - non BME 72% unknown 2%

Traffic Wardens - BME 26% non BME 72% unknown 2%

Station Reception Officers - BME 27% non BME 70% unknown 3%

Police Staff Redeployment list - BME 27% non BME 68% unknown 5%

Significantly greater impact on in-scope Catering BME staff against MPS Police Staff average.

Slightly greater impact on in-scope Catering BME staff against MPS Police Staff average.

* Data from December 2010

3. Screening Process for relevance to Diversity and Equality issues

Does this proposal have any relevance to:

a)	Age	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
b)	Disability	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
c)	Gender Reassignment	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
d)	Marriage and Civil Partnership	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
e)	Pregnancy and Maternity	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
g)	Race	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
h)	Religion or Belief	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
i)	Sex	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
j)	Sexual Orientation	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>

4. From the answers supplied, you must decide if the proposal impacts upon diversity or equality issues. If yes, a full impact assessment is required

Full Impact Assessment Required?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
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5. Consultation / Involvement

Who was consulted?

We have consulted with:

- Members of the Public
- MPA officers and relevant committees
- The Home Office
- The Mayor's Office
- MPS Management Board, Business Groups, HR, DCFD and employees
- Trade Unions
- Staff Support Associations

Date and method of consultation

The consultation was done through various surveys:

Annually:

- Annual London Survey (Home Office)
- Have your say on Policing in London (MPA)
- Youth Survey (Safer Neighbourhood Teams, SNT)
- Key Individual Network (SNT)

Quarterly:

- Public Attitude Survey
- User Satisfaction Survey
- British Crime Survey
- Your Views Count (MPS staff survey)

We also engaged with the groups above through various forums and meetings:

Annually:

- Ministry of Justice
- Home Office
- Stakeholders Consultation with all MPS Business Groups (questionnaires + in-depth interviews)

Quarterly:

- Borough Citizen Focus Leads & Analysts
- Independent Advisory Groups on the various 'Protected Characteristics'
- Partner Agencies, such as Department for Children, Families and Schools, Youth Justice Board, London Criminal Justice Partnership, Local Authorities, etc
- Academic Institutions; London School of Economics, Kings College and Edinburgh University
- CPEG - Community and Police Engagement Group (local communities together with the police - result gathered by the MPA)

Monthly:

- Mayor's Question Time (10 each year)

- MPA Committees (and less formal meetings between MPA and MPS)
- MPS Management Board / Confidence and Satisfaction Board / Governance Board / Performance Board
- MPS Planners Roundtable (all Business Groups represented)
- SIP Consultation Meetings

Where are the consultation records stored?

The result of all the consultation can be found in detail on the MPS website.

Give a brief summary of the results of the consultation / involvement? How have these affected the proposal?

The potential impact (and proposed mitigation of the impact) of the overarching themes and objectives of the 2011-2014 Policing London Business Plan on the nine “protected characteristics” (as set out in the Equality Act 2010) are set out below in section 6.

The issues identified against each of the themes and objectives under each of the “protected characteristics” sets out what is felt to be required at a corporate level to be established (if not already in place), prior to being interpreted at Business Group level.

6. Full Impact Assessment
Age
Safety, Confidence & Olympics

- Our information management systems have allowed us to undertake analysis of the age profiles of victims and offenders. This analysis been used as part of the Corporate Strategic Assessment which has informed the development of the Policing plan and its objectives. We recognise that older and younger people are more likely to be victims of certain types of crime and our plan therefore includes key activities to identify, manage and protect vulnerable individuals and to prioritise repeat victims and to problem solve to prevent escalation.
- The Policing plan describes how we will target the most harmful offenders in respect of the types of crime (and victimisation) that are experienced by older people and by younger people respectively by using intelligence led policing and current robust systems.
- We will continue to work with partners in Child Social Care to ensure the safety and welfare of children. We will investigate all cases of neglect and abuse against children by those responsible for their care and work to bring offenders to justice.
- We will continue to identify problem locations in respect of crime (and victimisation) that is experienced by older people and younger people respectively by using methodology such as VOLT and intelligence led policing.
- We will tackle hotspots for group and gang offending - much of our location focused work around schools and colleges will directly impact on those involved in group and gang offending.
- We have recently published the Community Engagement Commitment which outlines how we will ensure our engagement mechanisms meet the needs of people of all ages. For example, our Safer Neighbourhoods online youth survey helps us to understand young people’s fears and perceptions of crime in London - young people are most concerned about knife crime, fear of mugging or physical attack, teenagers hanging around on the streets and people using drugs. This intelligence will enable engagement teams to formulate individual youth action plans and to provide local solutions. We are also developing a digital engagement strategy during the coming year.

- We need to ensure that our understanding of everyday life experiences for older people and younger people is used to improve their access to policing services and shape our provision of services to them - by ensuring we engage appropriately and using this information to develop our services.
- We will continue to encourage individuals and communities who may identify or define themselves on grounds of being a younger or older person feel safe to assist us in the prevention of terrorism and violent extremism by ensuring we engage effectively with these groups.
- We are currently developing the MPS Children and Young Peoples strategy, enabling easier access to our services and offering confidence that we will respond to their concerns. We recognise that younger people tend to be less satisfied with our services and our plan includes activities to improve customer satisfaction levels. This includes developing our social media pilot, involving You Tube and Flickr to deliver our messages and information in more contemporary ways.

Value for Money

- We focus on maintaining operational capability and delivering effective support services; at the lowest cost by determine new and creative ways of giving the best operational service in a leaner and more efficient organisation.
- We are implementing a streamlined, more effective Human Resource function to support the organisational changes. This will help us ensure that we do not discriminate by choosing younger staff or roles in lower pay bands (where there may be higher numbers of younger staff) as the easiest option to achieve lowest possible unit cost.

Disability

Safety, Confidence and Olympics

- Our information management systems have allowed us to undertake analysis of disabled victims. This analysis been used as part of the Corporate Strategic Assessment which has informed the development of the Policing plan and its objectives. We recognise that disabled people are more likely to be victims of certain types of crime and our plan therefore includes key activities to identify, manage and protect vulnerable individuals and to prioritise repeat victims and to problem solve to prevent escalation.
- We will engage a hate crime early warning system to provide an intelligence framework for the identification and management of dangerous offenders, dangerous places and vulnerable victims of disability hate crime.
- The Policing plan describes how we will target the most harmful offenders in respect of the types of crime (and victimisation) that are experienced by disabled people by using intelligence led policing and current robust systems.
- We will continue to identify problem locations in respect of crime (and victimisation) that is experienced by disabled people by using methodology such as VOLT and intelligence led policing.
- We have recently published the Community Engagement Commitment which outlines how we will ensure our engagement mechanisms meet the needs of disabled people. We are also developing a digital engagement strategy during the coming year, to increase access to our services and capitalise upon new technology.
- We need to ensure that our understanding of everyday life experiences for disabled people is used to improve their access to policing services and shape our provision of services to them. We are developing Contact Management solutions that will allow choice in how disabled people contact us - a Deaflink Scheme is in operation, giving a more accessible non-emergency police service to deaf, deafened and hard of hearing people when contacting their local police.

- We will continue to encourage individuals and communities who may identify themselves as being disabled to feel safe to assist us in the prevention of terrorism and violent extremism by ensuring we engage effectively with these groups.
- We recognise that disabled victims tend to record lower levels of satisfaction of the services we provide and we need to ensure that we understand what constitutes a quality interaction for disabled people (across a range of disabilities).

Value for Money

- We focus on maintaining operational capability and delivering effective support services; at the lowest cost by determine new and creative ways of giving the best operational service in a leaner and more efficient organisation - we need to ensure that flexible working arrangements and reasonable adjustments are seen as opportunities to increase our productivity, not as a threat to it.
- We are implementing a streamlined, more effective Human Resource function to support the organisational changes. This will help us ensure that we do not discriminate against disabled people when seeking the easiest option to achieve lowest possible unit cost.
- We are ensuring through our change programme's Equality Impact Assessments that people with disability are not adversely affected by the changes and that we understand the potential value as operational assets of officers and staff on grounds of having a disability.

Gender Reassignment

Safety, Confidence and Olympics

- We recognise that people undergoing gender reassignment are more likely to be victims of certain types of crime and our plan therefore includes key activities to identify, manage and protect vulnerable individuals and to prioritise repeat victims and to problem solve to prevent escalation.
- The Policing plan describes how we will target the most harmful offenders in respect of the types of crime (and victimisation) that are experienced by people undergoing gender reassignment by using intelligence led policing and current robust systems.
- We will continue to identify problem locations in respect of crime (and victimisation) that is experienced by people undergoing gender reassignment by using methodology such as VOLT and intelligence led policing.
- We have recently published the Community Engagement Commitment which outlines how we will ensure our engagement mechanisms are more inclusive and reflect the needs of all communities including people undergoing gender reassignment.
- We need to ensure that our understanding of everyday life experiences for people undergoing gender reassignment is used to improve their access to policing services and shape our provision of services to them - by ensuring we engage appropriately and using this information to develop our services.
- We need to ensure that we understand what constitutes a quality interaction for people undergoing gender reassignment.

Value for Money

- We focus on maintaining operational capability and delivering effective support services; at the lowest cost by determine new and creative ways of giving the best operational service in a leaner and more efficient organisation.
- We are implementing a streamlined, more effective Human Resource function to support the organisational changes.
- We need to continue to encourage and retain a diverse workforce to meet the needs of our diverse and multi-cultural society.

Marriage and Civil Partnership

No perceived impact

Pregnancy and Maternity

No perceived impact

Race
Safety, Confidence and Olympics

- Our information management systems have allowed us to record the ethnicity and nationality of all victims of crime. This analysis been used as part of the Corporate Strategic Assessment which has informed the development of the Policing plan and its objectives. We recognise that people are more likely to be victims of certain types of crime on the grounds of Race (including colour, nationality, culture and ethnic or national origins) and our plan therefore includes key activities to identify, manage and protect vulnerable individuals and to prioritise repeat victims and to problem solve to prevent escalation.
- The Policing plan describes how we will target the most harmful offenders in respect of the types of crime (and victimisation) that are experienced by people on the grounds of Race (including colour, nationality, culture and ethnic or national origins) by using intelligence led policing and current robust systems.
- We will continue to identify problem locations in respect of crime (and victimisation) that is experienced by people on the grounds of Race (including colour, nationality, culture and ethnic or national origins) by using methodology such as VOLT and intelligence led policing.
- We have recently published the Community Engagement Commitment which outlines how we will ensure our engagement mechanisms meet the needs of people on the grounds of Race (including colour, nationality, culture and ethnic or national origins). We are also developing a digital engagement strategy during the coming year.
- We need to ensure that our understanding of everyday life experiences for people on the grounds of Race (including colour, nationality, culture and ethnic or national origins) is used to improve their access to policing services and shape our provision of services to them - by ensuring we engage appropriately and using this information to develop our services.
- We will continue to encourage individuals and communities who may identify themselves on the grounds of Race (including colour, nationality, culture and ethnic or national origins) to feel safe to assist us in the prevention of terrorism and violent extremism by ensuring we engage effectively with these groups.
- We are aware of the satisfaction gap between BMI and white crime victims, which is reflected in the proposed performance indicator to ensure that we understand what constitutes a quality interaction for people on the grounds of Race (including colour, nationality, culture and ethnic or national origins).

Value for Money

- We focus on maintaining operational capability and delivering effective support services; at the lowest cost by determine new and creative ways of giving the best operational service in a leaner and more efficient organisation.
- We are implementing a streamlined, more effective Human Resource function to support the organisational changes.
- We need to continue to encourage and retain a diverse workforce to meet the needs of our diverse and multi-cultural society.

Religion or Belief

Safety, Confidence and Olympics

- Our information management systems allow us to undertake analysis of victims of faith based crime. This analysis been used as part of the Corporate Strategic Assessment which has informed the development of the Policing plan and its objectives. We recognise that people are more likely to be victims of certain types of crime on the grounds of religion or belief (or culture) and our plan therefore includes key activities to identify, manage and protect vulnerable individuals and to prioritise repeat victims and to problem solve to prevent escalation.
- The Policing plan describes how we will target the most harmful offenders in respect of the types of crime (and victimisation) that are experienced by people on the grounds of religion or belief (or culture) by using intelligence led policing and current robust systems.
- We will continue to identify problem locations in respect of crime (and victimisation) that is experienced by people on the grounds of religion or belief (or culture) by using methodology such as VOLT and intelligence led policing.
- We have recently published the Community Engagement Commitment which outlines how we will ensure our engagement mechanisms meet the needs of people on the grounds of religion or belief (or culture). We are also developing a digital engagement strategy during the coming year.
- We need to ensure that our understanding of everyday life experiences for people on the grounds of religion or belief (or culture) is used to improve their access to policing services and shape our provision of services to them - by ensuring we engage appropriately and using this information to develop our services.
- We will continue to encourage individuals and communities who may identify themselves on the grounds of religion or belief (or culture) to feel safe to assist us in the prevention of terrorism and violent extremism by ensuring we engage effectively with these groups.
- We need to ensure that we understand what constitutes a quality interaction for people on the grounds of religion or belief (or culture).

Value for Money

- We focus on maintaining operational capability and delivering effective support services; at the lowest cost by determine new and creative ways of giving the best operational service in a leaner and more efficient organisation.
- We are implementing a streamlined, more effective Human Resource function to support the organisational changes.
- We need to continue to encourage and retain a diverse workforce to meet the needs of our diverse and multi-cultural society.

Sex

Safety, Confidence and Olympics

- Our information management systems have allowed us to undertake analysis of victims on grounds of sex. This analysis been used as part of the Corporate Strategic Assessment which has informed the development of the Policing plan and its objectives. We recognise that people are more likely to be victims of certain types of crime on the grounds of sex and we are enhancing our response to violence against women and girls, tackling rape and serious sexual offences.
- In supporting victims of domestic violence we continue to work with London's 32 borough partnerships to improve public confidence and satisfaction, improve the support and safety of domestic violence victims and ultimately bring more offenders to justice.
- We will continue to identify problem locations in respect of crime (and victimisation) that is

experienced by people on the grounds of sex by using methodology such as VOLT and intelligence led policing.

- We have recently published the Community Engagement Commitment which outlines how we will ensure our engagement mechanisms meet the needs of people on the grounds of sex. We are also developing a digital engagement strategy during the coming year.
- We need to ensure that our understanding of everyday life experiences for people on the grounds of sex is used to improve their access to policing services and shape our provision of services to them - by ensuring we engage appropriately and using this information to develop our services.
- We will continue to encourage individuals and communities who may identify themselves on the grounds of sex to feel safe to assist us in the prevention of terrorism and violent extremism by ensuring we engage effectively with these groups.
- We need to ensure that we understand what constitutes a quality interaction for people on the grounds of sex.

Value for Money

- We focus on maintaining operational capability and delivering effective support services; at the lowest cost by determine new and creative ways of giving the best operational service in a leaner and more efficient organisation.
- We are implementing a streamlined, more effective Human Resource function to support the organisational changes.
- We need to continue to encourage and retain a diverse workforce to meet the needs of our diverse and multi-cultural society.

Sexual Orientation

Safety, Confidence and Olympics

- Our information management systems allow us to undertake analysis on victims of Homophobic / Transphobic hate crime. This analysis been used as part of the Corporate Strategic Assessment which has informed the development of the Policing plan and its objectives. We recognise that people are more likely to be victims of certain types of crime on the grounds of sexual orientation and our plan therefore includes key activities to identify, manage and protect vulnerable individuals and to prioritise repeat victims and to problem solve to prevent escalation.
- We will engage a hate crime early warning system to provide an intelligence framework for the identification and management of dangerous offenders, dangerous places and vulnerable victims - particularly victims of Lesbian, Gay, Bisexual and Transgender hate crime.
- The Policing plan describes how we will target the most harmful offenders in respect of the types of crime (and victimisation) that are experienced by people on the grounds of sexual orientation by using intelligence led policing and current robust systems.
- We will continue to identify problem locations in respect of crime (and victimisation) that is experienced by people on the grounds of sexual orientation by using methodology such as VOLT and intelligence led policing.
- We have recently published the Community Engagement Commitment which outlines how we will ensure our engagement mechanisms meet the needs of people on the grounds of sexual orientation. We are also developing a digital engagement strategy during the coming year.
- We need to ensure that our understanding of everyday life experiences for people on the grounds of sexual orientation is used to improve their access to policing services and shape our provision of services to them - by ensuring we engage appropriately and using this information to develop our services.
- We will continue to encourage individuals and communities who may identify themselves on the

grounds of sexual orientation to feel safe to assist us in the prevention of terrorism and violent extremism by ensuring we engage effectively with these groups.

- We need to ensure that we understand what constitutes a quality interaction for people on the grounds of sexual orientation.

Value for Money

- We focus on maintaining operational capability and delivering effective support services; at the lowest cost by determine new and creative ways of giving the best operational service in a leaner and more efficient organisation.
- We are implementing a streamlined, more effective Human Resource function to support the organisational changes.
- We need to continue to encourage and retain a diverse workforce to meet the needs of our diverse and multi-cultural society.

7. Monitoring

a) How will the implementation of the proposal be monitored and by whom?

Throughout the year the MPS Management Board and Performance Board, MPA Full Authority and other committees will monitor, discuss and make decisions as may be relevant due to internal/external factors, such as financial, public or further changes in our resources. The MPS Diversity Executive Board chaired by the Deputy Commissioner meets on a bi-monthly basis to monitor and address any differential outcomes affecting service delivery or employment practices.

The MPS is undertaking work to prepare for the introduction the Equality Act Public Sector Duties including increasing transparency and public access to equality information.

b) How will the results of monitoring be used to develop this proposal and its practices?

The result of monitoring will be used to address and assess any necessary improvements needed throughout the year, to ensure the objectives in the policing plan are met.

c) What is the timetable for monitoring, with dates?

Annually from the date of publication within a three-year cycle. However it may be revisited before such date subject to legislative changes or impacting events.

8. Public Availability of reports / result

This Equality Impact Assessment is published by the MPA at the same time as the Policing London Business Plan 2011-14, on 31 March 2011. It is held in the MPA library and is also available on the MPA website.