

# **London Policing Board**

## **Equality Impact Assessment**

## Public Sector Equality Duty

As a public authority the Mayor's Office for Policing and Crime (MOPAC) must comply with Section 149 of the Equality Act, 2010 – known as the Public Sector Equality Duty - which sets out legal obligations for public sector organisations. MOPAC must, in exercising its functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The Act explains that this involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

This Equality Impact Assessment (EIA) has been undertaken in fulfilment of MOPAC's Public Sector Equality Duty and will continue to be used to inform the work of the London Policing Board.

## The London Policing Board

The Mayor of London is the occupant of the Mayor's Office for Policing and Crime (MOPAC), (the equivalent of a Police and Crime Commissioner outside London). MOPAC sets the strategic direction, objectives, and the budget for the Metropolitan Police Service (MPS) and has a statutory duty to (under the [Police Reform and Social Responsibility Act 2011](#)) to 'secure the maintenance of the Metropolitan Police Service', to ensure that it 'is efficient and effective', and to hold the Commissioner of Police to account for the exercise of his functions.

The London Policing Board (LPB) was created by the Mayor in response to Baroness Casey's review into the culture and standards of the Metropolitan Police Service (MPS). One of her findings was that the MPS lacks transparency and accountability to Londoners. To address this concern, she recommended that 'a new governance structure should be introduced to oversee and scrutinise the changes needed and ensure full transparency and accountability to Londoners, while maintaining the operational independence of the Commissioner'. Specifically, Recommendation 14 (i) was that 'a new quarterly Policing Board for London – chaired by the Mayor of London, similar to the model used for Transport for London (TfL) – should be created to drive forward the changes called for in this review'.

The LPB meets quarterly and sits at the top of the governance structure within which the Mayor discharges his statutory duties under the Police Reform and Social Responsibility Act 2011 as part of MOPAC's strategic oversight framework. The LPB will provide both challenge and support to the Commissioner while promoting transparency needed to give Londoners trust and confidence in the MPS, including holding the MPS to account for addressing the findings and recommendations of Baroness Casey's Review and delivery of their New Met for London plan.

## **How this Equality Impact Assessment was developed**

This EIA was developed in consultation with MOPAC officers and City Hall colleagues and takes account of the findings of Baroness Casey's Review into the standards of behaviour and internal culture of the Metropolitan Police Service (MPS), alongside the findings of existing data and research.

This EIA assesses the impact of the following aspects of the Board on characteristics protected by equalities legislation, including where they intersect:

- The scope of the Board (Section 4a),
- The recruitment and onboarding of Board members (Section 4b), and
- The operation of the Board (Section 4c).

MOPAC welcomes feedback on the contents of this EIA and will use this to inform its next iteration, and the work of the LPB more widely. Feedback can be sent to [enquiries@mopac.london.gov.uk](mailto:enquiries@mopac.london.gov.uk).

## Equality Impact Assessment

### London Policing Board Scope

As set out in the LPB [Terms of Reference](#), the Board will:

- Hold the MPS to account for its delivery of the MPS-led objectives in the Mayor’s Police and Crime Plan (“PCP”).
- Hold the MPS to account for addressing the findings and recommendations of the Baroness Casey Review, including the New Met for London Plan.
- Review the identification, assessment and management of risks to delivery of the Plans referred to above.
- Provide expert advice to the Mayor to support him in driving sustainable improvements across the MPS - including wider cultural change – in service to Londoners, in line with the MPS’s Mission of More Trust, Less Crime and High Standards.
- Scrutinise MPS finances and assets to ensure its budget is allocated in accordance with the Mayor’s objectives and is used in the most efficient and effective manner.

MOPAC recognises that policing and policing outcomes disproportionately impact people with certain protected characteristics more than others. Experiences and perceptions of policing also differ according to protected characteristics. MOPAC also acknowledges the intersectional impact of policing on individuals with multiple protected characteristics who can face compounded discrimination or disadvantage. This means, for example, that a Black woman may experience heightened disadvantage due to the combined effects of racism and sexism. The scope of the LPB’s Terms of Reference is designed in part to address this disproportionality.

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
<p><b>Age</b></p>	<p>The Baroness Casey Review found that vulnerable children and young people are not adequately protected by the MPS and that this affects Black, Asian and Minority Ethnic children disproportionately. Casey’s review also found that trust and belief in fairness in the Met amongst younger people fell sharply in recent periods, from close to average scores to notably lower.</p> <p>The Public Attitudes Survey shows that young Black women and young White British women (16-24) have lower levels of trust in the police and are less likely to feel that the police treat everyone fairly, compared to the MPS average and their male counterparts.<sup>1</sup></p> <p>The scope of the LPB is designed to support and hold the Commissioner to account for delivering MPS reforms, including its approach to protecting young people and children.</p> <p>The scope of the LPB will need to remain flexible to ensure it addresses emerging issues related to MPS activity as it relates to children and young people, including issues that intersect with other protected characteristics.</p>	<p>The scope of the LPB’s work will including holding the MPS to account for delivering the New Met for London Plan, which includes commitments to:</p> <ul style="list-style-type: none"> <li>• Put more people and focus into the teams protecting children from violence,</li> <li>• Delivering a new Children and Young People’s Strategy,</li> <li>• Improve the quality of the support provided to victims, including children and young people at risk of exploitation,</li> <li>• Review their training on responding to children as victims and perpetrators to prevent ‘adultification’, where police officers and others regard children, especially Black, Asian and Minority Ethnic children, as adults,</li> <li>• Become an anti-discrimination organisation.</li> </ul> <p>The LPB will measure the progress of reforms using the LPB joint outcomes framework. Where possible, it will examine this data through an intersectional lens to identify how experiences may differ based on the interplay of multiple protected characteristics.</p>
<p><b>Disability</b></p>	<p>The Baroness Casey Review revealed a culture of ableism within some commands of the MPS, which research from Inclusion London found to be a barrier to</p>	<p>The scope of the LPB’s work will including holding the MPS to account for delivering the New Met for London Plan, which includes commitments to:</p>

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>disabled Londoners having meaningful engagement with the MPS.<sup>1</sup></p> <p>MOPAC found that MPS data underrepresents disabled victims of violence, with just 3% of violence victims recorded as having a disability, compared with 26% in MOPAC’s Public Attitude Survey.<sup>2</sup> MOPAC’s User Satisfaction Survey also showed that only 55% of disabled Londoners were satisfied with the service provided by the MPS when reporting their victimisation, compared with 66% of non-disabled victims.</p> <p>The Public Attitude Survey shows that disabled women Londoners are less likely to feel safe both during the day and after dark compared with other groups.<sup>3</sup></p> <p>The scope of the LPB is designed to support and hold the Commissioner to account to deliver urgent change and reform to the MPS, including reforming the parts of its culture and performance found to be ableist.</p> <p>The scope of the Board will need to remain flexible to ensure it addresses emerging issues related to MPS culture and standards and delivery for Deaf and disabled Londoners, including issues that intersect with other protected characteristics.</p>	<ul style="list-style-type: none"> <li>• Increase disabled Londoners’ trust and confidence in the police,</li> <li>• Become an anti-discrimination organisation.</li> </ul> <p>The LPB will measure the progress of reforms using the LPB joint outcomes framework, which includes measuring any disparity in perceptions and outcomes for Deaf and disabled Londoners. Where possible, it will examine this data through an intersectional lens to identify how experiences may differ based on the interplay of multiple protected characteristics.</p>

<sup>1</sup> Inclusion London, ‘National Hate Crime awareness week’, (2021): [National Hate crime awareness week press pack \(inclusionlondon.org.uk\)](https://inclusionlondon.org.uk)

<sup>2</sup> Mayor’s Office for Policing and Crime ‘Public Voice results pack Q4 22-23’, (2023): [MOPAC Surveys - London Datastore](#)

<sup>3</sup> Mayor’s Office for Policing and Crime, ‘Data Insights: London Policing Board Violence Against Women And Girls’, (2024): [Data Insights: London Policing Board Violence Against Women And Girls](#)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
<p><b>Sex</b></p>	<p>Baroness Casey’s Review highlighted numerous instances where the MPS failed to adequately protect women and girls from harm. It documented a culture of sexism, with women officers facing discrimination and harassment, and that inadequate resources were allocated to investigating and prosecuting cases of Violence Against Women and Girls (VAWG).</p> <p>For example, 1,809 officers - or 20% of all those facing allegations - had more than one complaint raised against them, with 500 of those facing between three and five separate misconduct cases since 2013 in relation to a sexual offence.<sup>4</sup></p> <p>Baroness Casey’s Review highlighted that in 2021-2022, 66% of domestic abuse cases which reached London courts resulted in a conviction, while the majority of forces have a conviction rate of over 75%. Meanwhile, the MPS clear-up rate for sexual violence offences crimes (known as sanction detections) was 9% in 2022-23, having fallen 16% since 2012-13. It also found the MPS conviction rate for sexual violence officers was in decline from a high of 40% in 2018 to 33% in 2020.</p> <p>Analysis of MPS crime data shows higher victimisation rates among Black women for VAWG offences than for any other group across all age groups. For rape offences, the highest rate of victimisation is for Black women aged</p>	<p>The scope of the LPB’s work will including holding the MPS to account for delivering the New Met for London Plan, which includes commitments to:</p> <ul style="list-style-type: none"> <li>• Increase their focus on tackling VAWG by delivering a new action plan, committing the entire Met to tackling sexual offenders, improving women and girls’ safety and rebuilding trust,</li> <li>• Better support victims of sexual offences and domestic abuse,</li> <li>• Become an anti-discrimination organisation.</li> </ul> <p>The Board will also consider interaction with other characteristics (e.g. design and implementation of an overarching children’s strategy to address how officers interact with children and young people who are suspected of crimes, and training to prevent, ‘adultification’, where officers regard children, especially Black, Asian and Minority Ethnic children, as threats rather than children who need protection from harm).</p> <p>The LPB will measure the progress of reforms using the LPB joint outcomes framework which includes measuring any disparity in perceptions and outcomes for women and girls. Where possible, it will examine this data through an intersectional lens</p>

<sup>4</sup> Casey, Louise (Baroness), ‘Baroness Casey’s Report on Misconduct: October 2022), (2022): [The Baroness Casey Review | Metropolitan Police](#)

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	<p>between 18-24 (5.8 per 1,000 population). For domestic abuse, the highest rate of victimisation is for Black women aged between 25-34 (9.4 per 1,000 population).<sup>5</sup></p> <p>In line with its defined scope, the LPB will support the Mayor to hold the MPS to account for delivering sustainable improvements across the MPS - including tackling institutional misogyny in line with its commitment to becoming an anti-discrimination organisation and reforming its approach to protecting women and girls.</p> <p>The scope of the Board will need to remain flexible to ensure it addresses emerging issues related to MPS culture, standards and delivery as it relates to protecting women and girls, including issues that intersect with other protected characteristics.</p>	<p>to identify how experiences may differ based on the interplay of multiple protected characteristics.</p>
<p><b>Race</b></p>	<p>Baroness Casey found that the MPS is institutionally racist, stating in her review that Black Londoners in particular were ‘overpoliced and under-protected’.<sup>6</sup></p> <p>MOPAC’s Evidence &amp; Insight Team found that Black Londoners are more likely to experience police powers such as Stop and Search. As of the end of June 2023 Black individuals were 3.5 times more likely to be stopped and searched for any reason compared to White individuals. The rate increases to 6.6 times more likely for</p>	<p>The scope of the LPB’s work will including holding the MPS to account for delivering the New Met for London Plan, which includes commitments to:</p> <ul style="list-style-type: none"> <li>• Become an anti-discrimination organisation,</li> <li>• Reform its professionalism command to root out individuals who discriminate and reduce disproportionality in how misconduct is handled,</li> </ul>

<sup>5</sup> Mayor’s Office for Policing and Crime, ‘Data Insights: London Policing Board Violence Against Women And Girls’, (2024): [Data Insights: London Policing Board Violence Against Women And Girls](#)

<sup>6</sup> Casey, Louise (Baroness), ‘Baroness Casey Review Final Report: March 2023), (2023): [The Baroness Casey Review | Metropolitan Police](#)

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	<p>stops related to weapons, points and blades.<sup>7</sup> Analysis of London level data also shows that there is a large disproportionate contact occurring at the point of arrest. The highest disproportionality is for Black males, who are almost 3 times more likely to be arrested than White men. The largest disproportionality is for robbery arrests, in which Black males are 10 times more likely to be arrested than White males.<sup>8</sup></p> <p>Black Londoners have worse perceptions of the Police compared to the MPS average. 58% of Black Londoners trust the police, 12 percentage points below the average, and 56% feel the police treat everyone fairly, 8 percentage points below the average.<sup>9</sup> In particular, women from mixed and Black ethnic backgrounds experience large negative gaps in their level of trust in the police and their perception that the police treat everyone fairly, compared to their male counterparts.<sup>10</sup></p> <p>In addition, those with insecure immigration status are statistically more likely to be from a racialised background, and there are well-known and documented issues for those with insecure immigration status and</p>	<ul style="list-style-type: none"> <li>• Review the MPS use of stop and search and force and creating race action plans for communities most affected,</li> <li>• Reform MPS culture to make sure everyone in the Met gets the inclusive, diverse and supportive workplace they expect,</li> <li>• Reform armed policing.</li> </ul> <p>The LPB will measure the progress of reforms using the LPB joint outcomes framework which includes measuring any disparity in perceptions and outcomes for Black, Asian and Minority Ethnic Londoners. Where possible, it will examine this data through an intersectional lens to identify how experiences may differ based on the interplay of multiple protected characteristics.</p>

<sup>7</sup> Mayor’s Office for Policing and Crime, ‘Mayoral Action Plan Dashboard’ (2023): [MOPAC Action Plan Data Dashboard | London City Hall](#)

<sup>8</sup> Mayor’s Office for Policing and Crime, ‘An Evidence Base for London’, (2021): [PowerPoint Presentation \(london.gov.uk\)](#)

<sup>9</sup> Mayor’s Office for Policing and Crime, ‘Public Voice results pack Q1 23-24’, (2023): [MOPAC Surveys - London Datastore](#)

<sup>10</sup> Mayor’s Office for Policing and Crime, ‘Data Insights: London Policing Board Violence Against Women And Girls’, (2024): [Data Insights: London Policing Board Violence Against Women And Girls](#)

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	<p>contact with the police, particularly on specific issues such as VAWG.<sup>11</sup></p> <p>Black, Asian and Minority Ethnic officers are around twice as likely to be referred into the misconduct process.</p> <p>The scope of the LPB is designed to support and hold the Commissioner to account to deliver urgent change and reform to the MPS. This includes tackling institutional racism and becoming an anti-discrimination organisation.</p> <p>The scope of the Board will need to remain flexible to ensure it addresses emerging issues related to MPS culture, standards delivery as it relates to Black, Asian and Minority Ethnic Londoners including issues that intersect with other protected characteristics.</p>	
<p><b>Religion or Belief</b></p>	<p>Baroness Casey’s review did not include an in-depth assessment of the standards of policing in relation to London faith communities. It did however find instances of faith-based discrimination of Met officers.</p> <p>Baroness Casey’s Review conducted a survey which asked about and found a wide picture of bullying within the MPS for example. 22% of Met Respondents had personal experiences of bullying. 16% of Asian</p>	<p>The scope of the LPB’s work will including holding the MPS to account for delivering the New Met for London Plan, which includes commitments to:</p> <ul style="list-style-type: none"> <li>• Become an anti-discrimination organisation,</li> <li>• Reform its professionalism command to root out individuals who discriminate and reduce disproportionality in how misconduct is handled,</li> </ul>

<sup>11</sup> StepUp Migrant Women, ‘Joint Response to the “Home Office and Police data sharing arrangements on migrant victims and witnesses of crime with insecure immigration status” Review’, (2022): [Joint Response to the “Home Office and Police data sharing arrangements on migrant victims and witnesses of crime with insecure immigration status” Review – Step Up Migrant Women](#)

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	<p>respondents experienced discrimination on the grounds of their faith or religion, compared to 3% overall.</p> <p>The scope of the LPB is designed to support and hold the Commissioner to account to deliver urgent change and reform to the MPS. This includes overseeing delivery of the A New Met for London plan, which commits to tackling hate discrimination and hate crime.</p> <p>The scope of the Board will need to remain flexible to ensure it addresses emerging issues related to MPS culture, standards and delivery as it relates to Londoners of particular religions or belief including issues that intersect with other protected characteristics.</p>	<ul style="list-style-type: none"> <li>Reform MPS culture to make sure everyone in the Met gets the inclusive, diverse and supportive workplace they expect.</li> </ul> <p>The LPB will measure the progress of reforms against the targets set out in the A New Met for London plan. This includes an increased proportion of positive hate crime outcomes and a decreased proportion of victims who have been victims of hate crime before. Where possible, it will examine this data through an intersectional lens to identify how experiences may differ based on the interplay of multiple protected characteristics.</p>
<p><b>Sexual Orientation</b></p>	<p>The Baroness Casey review found that the MPS is institutionally homophobic.</p> <p>LGBT+ Londoners hold significantly worse views of the MPS than the population of London in general. They are less likely to think the police do a good job in their local area (39%, -9pp. compared to the MPS average), are less likely to trust the MPS (52%, -18pp.), less likely to think the police treat everyone fairly (40%, -24pp.) and less like to think the police are dealing with the things that matter (40%, -17pp.).<sup>12</sup> These inequalities widened over FY 22-23.<sup>13</sup></p>	<p>The scope of the LPB’s work will including holding the MPS to account for delivering the New Met for London Plan, which includes commitments to:</p> <ul style="list-style-type: none"> <li>Become an anti-discrimination organisation,</li> <li>Reform its professionalism command to root out individuals who discriminate and reduce disproportionality in how misconduct is handled,</li> <li>Reform MPS culture to make sure everyone in the Met gets the inclusive, diverse and supportive workplace they expect.</li> </ul>

<sup>12</sup> Mayor’s Office for Policing and Crime, ‘Public Voice results pack Q1 23-24’, (2023): [MOPAC Surveys - London Datastore](#)

<sup>13</sup> Mayor’s Office for Policing and Crime, ‘Public Voice results pack Q1 23-24’, (2023): [MOPAC Surveys - London Datastore](#)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>LGBT+ Londoners are also significantly more likely to have been a victim of crime (reported or unreported) than non-LGBT+ Londoners. The MOPAC Public Attitude Survey shows 7.5% of LGBT+ respondents reporting being a victim of crime in the month prior to interview, compared with 3.7% of non-LGBT+ respondents.<sup>14</sup></p> <p>The Public Attitudes Survey identifies that LGBT+ women were more likely to say they had experienced certain VAWG related crimes in the month prior to interview, including harassment (3.5%) and sexual offences (1.1%) compared with overall MPS levels (at 0.8% and 0.1% respectively).<sup>15</sup></p> <p>Baroness Casey’s review also revealed a culture of homophobia which impacts staff. When surveyed by her team, the results revealed (24%) LGBT+ employees surveyed do not think everyone working at the Met is treated fairly regardless of their sexual orientation, compared to 12% of heterosexual respondents (page 245).<sup>16</sup></p> <p>The scope of the LPB is designed to support and hold the Commissioner to account to deliver urgent change and reform to the MPS. This includes tackling institutional</p>	<p>The LPB will measure the progress of reforms using the LPB joint outcomes framework which includes measuring any disparity in perceptions amongst LGBT+ Londoners and an increased proportion of positive hate crime outcomes, a decreased proportion of victims who have been victims of hate crime before. Where possible, it will examine this data through an intersectional lens to identify how experiences may differ based on the interplay of multiple protected characteristics.</p>

<sup>14</sup> Mayor’s Office for Policing and Crime, ‘Public Voice results pack Q4 22-23’, (2023): [MOPAC Surveys - London Datastore](#)

<sup>15</sup> Mayor’s Office for Policing and Crime, ‘Data Insights: London Policing Board Violence Against Women And Girls’, (2024): [Data Insights: London Policing Board Violence Against Women And Girls](#)

<sup>16</sup> Casey, Louise (Baroness), ‘Baroness Casey Review Final Report: March 2023), (2023): [The Baroness Casey Review | Metropolitan Police](#)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>homophobia and becoming an anti-discrimination organisation.</p> <p>The scope of the Board will need to remain flexible to ensure it addresses emerging issues related to MPS culture, standards and delivery for LGBT+ Londoners, including issues that intersect with other protected characteristics.</p>	
<p><b>Gender Identity</b></p>	<p>While the Baroness Casey review did not focus on transphobia within the MPS, MOPAC is aware that many trans and non-binary people have experienced adverse interactions with the MPS. A statement from Galop highlights the poor response of the Met to trans and non-binary people - highlighting this is an issue the Met need to work to eliminate like all other forms of institutional discrimination.<sup>17</sup></p> <p>Community survey evidence shows that trans and non-binary people face high levels of hate crime, including transphobic physical and sexual violence. It also shows high levels of impact on the mental health, physical health, and daily routine of transphobic hate crime victims.<sup>18</sup></p> <p>LGBT+ Londoners hold significantly worse views of the MPS than the population of London in general. They are less likely to think the police do a good job in their local</p>	<p>The scope of the LPB’s work will including holding the MPS to account for delivering the New Met for London Plan, which includes commitments to:</p> <ul style="list-style-type: none"> <li>• Become an anti-discrimination organisation,</li> <li>• Reform its professionalism command to root out individuals who discriminate and reduce disproportionality in how misconduct is handled,</li> <li>• Reform MPS culture to make sure everyone in the Met gets the inclusive, diverse and supportive workplace they expect.</li> </ul> <p>The LPB will measure the progress of reforms using the LPB joint outcomes framework which includes measuring any disparity in perceptions amongst trans and non-binary Londoners and the proportion of positive hate crime outcomes and proportion of victims who have been victims of hate crime before.</p>

<sup>17</sup> Galop, ‘Galop’s statement on institutionalised homophobia and transphobia in the Met Police’, (2023): [Galop’s statement on institutionalised homophobia and transphobia in the Met Police - Galop](#)

<sup>18</sup> Galop, Transphobic Hate Crime Report 2020, (2020): [Transphobic Hate Crime Report 2020](#)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>area (39%, -9pp. compared to the MPS average), are less likely to trust the MPS (52%, -18pp.), less likely to think the police treat everyone fairly (40%, -24pp.) and less like to think the police are dealing with the things that matter (40%, -17pp.).<sup>19</sup> These inequalities widened over FY 22-23.<sup>20</sup></p> <p>LGBT+ Londoners are also significantly more likely to have been a victim of crime (reported or unreported) than non-LGBT+ Londoners. The MOPAC Public Attitudes Survey shows 7.5% of LGBT+ respondents reporting being a victim of crime in the month prior to interview, compared with 3.7% of non-LGBT+ respondents.<sup>21</sup></p> <p>The scope of the LPB is designed to support and hold the Commissioner to account to deliver urgent change and reform to the MPS. This includes becoming an anti-discrimination organisation.</p> <p>The scope of the Board will need to remain flexible to ensure it addresses emerging issues related to MPS culture, standards and delivery for trans and non-binary Londoners including issues that intersect with other protected characteristics.</p>	<p>Where possible, it will examine this data through an intersectional lens to identify how experiences may differ based on the interplay of multiple protected characteristics.</p>
<p><b>Marriage and/or Civil Partnership</b></p>	<p>Marriage or civil partnership has not been found to be an issue in relation to the LPB's scope.</p>	<p>No mitigations currently required.</p>

<sup>19</sup> Mayor's Office for Policing and Crime, 'Public Voice results pack Q1 23-24', (2023): [MOPAC Surveys - London Datastore](#)

<sup>20</sup> Mayor's Office for Policing and Crime, 'Public Voice results pack Q1 23-24', (2023): [MOPAC Surveys - London Datastore](#)

<sup>21</sup> Mayor's Office for Policing and Crime, 'Public Voice results pack Q4 22-23', (2023): [MOPAC Surveys - London Datastore](#)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
<p><b>Maternity and Pregnancy</b></p>	<p>While the Baroness Casey Review did not explicitly address the needs of pregnant, breastfeeding, or postpartum women, MOPAC recognises that the culture of sexism identified by the Review in the MPS and the inadequate allocation of resource to tackle VAWG disproportionately impacts this group, particularly in cases of domestic abuse and sexual violence.</p> <p>Research demonstrates that pregnancy can be a period of heightened risk for intimate partner abuse, with consequences for the well-being of both the mother and the unborn child.<sup>22</sup> Additionally, women may face unique challenges when accessing services following sexual violence while pregnant.</p> <p>In line with its defined scope, the LPB will support the Mayor to hold the MPS to account for delivering sustainable improvements across the MPS - including tackling institutional misogyny - in line with its commitment to becoming an anti-discrimination organisation and reforming its approach to protecting women and girls, including those who are pregnant and / or postpartum.</p> <p>The scope of the Board will need to remain flexible to ensure it addresses emerging issues related to MPS culture, standards and delivery as it relates to protecting</p>	<p>The scope of the LPB’s work will include holding the MPS to account for delivering the New Met for London Plan, which includes commitments to:</p> <ul style="list-style-type: none"> <li>• Increase their focus on tackling VAWG by delivering a new action plan, committing the entire Met to tackling sexual offenders, improving women and girls’ safety and rebuilding trust,</li> <li>• Better support victims of sexual offences and domestic abuse,</li> <li>• Become an anti-discrimination organisation.</li> </ul> <p>The LPB will measure the progress of reforms using the LPB joint outcomes framework which includes measuring any disparity in perceptions and outcomes for women and girls. Where possible, it will examine this data through an intersectional lens to identify how experiences may differ based on the interplay of multiple protected characteristics.</p>

<sup>22</sup> Chopra, Jennifer, Laura Sambrook, Shane McLoughlin, Rebecca Randles, Marek Palace and Victoria Blinkhorn, 'Risk factors for intimate partner homicide in England and Wales', (2022): [Risk factors for intimate partner homicide in England and Wales](#)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	women and girls with this protected characteristic, including issues that intersect with other protected characteristics.	

## **Recruitment and Onboarding of Members**

The purpose of the recruitment, selection and onboarding approach for the LPB was to ensure the LPB convened a diverse range of ex-officio and external members with a mix of professional and personal knowledge, skills and experiences who provide specialist advice and constructive challenge to effectively support the Mayor and MOPAC to discharge its statutory duties and help drive sustainable improvements in policing for the benefit of Londoners.

MOPAC instructed an executive search company to recruit for the Board membership, using diverse channels to attract applicants with a range of expertise, experiences and backgrounds. While MOPAC recognised that the Board could not be completely representative of all Londoners, it was important that the final makeup of the Board included representation from those groups Baroness Casey identified as being most let down by the MPS, and/or have lower levels of trust and confidence in the MPS.

Following a targeted recruitment campaign, a shortlist of candidates were interviewed by the Deputy Mayor for Policing and Crime, the Deputy Mayor for Communities and Social Justice, and the Mayor's Chief of Staff, supported by MOPAC officers.

Of the final appointed members that declared this information:

- 40% of declared they were female
- Over 50% declared they were Black, Asian or Minority Ethnic
- One declared they were LGBT+
- One declared they have a disability
- No members declared to being under 30

The successful candidates were onboarded to their roles through a series of online and in-person induction activities, and by setting them up with software to support them in their roles.

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
Age	<p><b>Search</b> The person specification for LPB candidates was for highly skilled and experienced individuals. Applicants who are young people may have been less likely to have sufficient professional experience to meet the threshold for application.</p> <p>Additionally, the recruitment and application process was online. Research from AgeUK has highlighted that digital exclusion is a barrier to older people feeling confident accessing the online world, which may represent a barrier to older people applying.<sup>23</sup></p> <p>The final makeup of the Board did not include a young Londoner.</p>	<p><b>Search</b> The job advert emphasised that the Mayor was ‘looking for Board members from across London’s diverse communities’.<sup>24</sup></p> <p>The search approach ensured the job advert was displayed in a variety of places from traditional media outlets to social media campaigns to ensure it was visible to people from a range of different age groups.</p> <p>MOPAC will develop avenues to ensure that the voices of children and young people are reflected in the work of the Board in a manner that recognises and responds to the intersectional experiences faced by young Londoners.</p>
	<p><b>Selection</b> Research from the Equality and Human Rights Commission (EHRC) has listed that caring responsibilities are a barrier to those over 50 applying for employment opportunities.<sup>25</sup> Candidates may have felt that requesting different interview times outside those on offer may have impacted the interviewers’ perceptions of them.</p>	<p><b>Selection</b> MOPAC HR officials are trained to operate in a way that is inclusive of everybody’s needs and protected characteristics, and to recognise individual circumstances that may require policies and procedures to be adjusted. MOPAC HR supported the interview panel in an advisory capacity.</p>
	<p><b>Onboarding</b> The onboarding processes required successful</p>	<p><b>Onboarding</b> MOPAC officers provided guidance to LPB members to</p>

<sup>23</sup> AgeUK, ‘Digital inclusion and older people-how have things changed in a Covid-19 world’, (2022): [digital-inclusion-in-the-pandemic-final-march-2021.pdf \(ageuk.org.uk\)](https://www.ageuk.org.uk/digital-inclusion-in-the-pandemic-final-march-2021.pdf)

<sup>24</sup> Mayor’s Office for Policing and Crime, ‘Join the London Policing Board’, (2023): <https://joinlondonpolicingboard.co.uk/>

<sup>25</sup> Smeaton, Deborah, Sandra Vegeris and Melahat Sahin-Dikmen, *Equality and Human Rights Commission*, ‘Older workers: employment preferences, barriers and solutions’, (2009): [EHRC OP TOPLINES \(equalityhumanrights.com\)](https://www.equalityhumanrights.com/equality-toplines)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>candidates to use technology to manage communications and information. Older candidates may have experienced age-related impairments that could have impacted their ability to access new technology-based communications and IT systems, which could in turn have affected their ability to be successfully onboarded into their role.</p>	<p>support their ability to access communications online and the IT systems required to carry out their role on the Board effectively.</p>
<p><b>Disability</b></p>	<p><b>Search</b> Deaf and disabled Londoners may have been deterred from applying to the Board if the recruitment advert only appeared on traditional media or recruitment outlets that are not deemed to be inclusive of this community.</p>	<p><b>Search</b> The job advert emphasised that the Mayor was ‘looking for Board members from across London’s diverse communities’. The recruitment advert was displayed in a variety of places, from traditional media outlets to social media ad campaigns to encourage a diverse range of applications. This included listing the job on targeted recruitment websites for Deaf and disabled people.</p>
	<p><b>Selection</b> Research shows that lengthy recruitment rounds can be a barrier to applying for neurodiverse and / or Deaf and disabled candidates due to the preparation required for each stage of the application process and the perceived difficulty of it. In particular, processes that are long and over-complicated can be particularly difficult for neurodiverse candidates to access.<sup>26</sup></p> <p>The interview location may not have been accessible to Interview candidates with a physical disability.</p>	<p><b>Selection</b> To account for the different ways in which people excel in job applications, MOPAC ensured the application process featured opportunities to showcase skills and suitability for the Board by submitting a personal statement, CV and short video.</p> <p>The search provider was on hand to provide support to applicants. For those shortlisted, there was one interview. MOPAC HR officials asked candidates on a confidential basis whether they had any accessibility requirements or</p>

<sup>26</sup>Clyde & Co, ‘Neurodiversity: Harness untapped talent with fairer recruitment processes’, (2022): [Neurodiversity: Harness untapped talent with fairer recruitment processes : Clyde & Co \(clydeco.com\)](https://www.clydeco.com/neurodiversity)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>Equipment within City Hall may have impacted certain disabilities, affecting candidates' ability to perform at their best.</p> <p>Additional support may have been required by neurodiverse candidates to enable individuals to perform to their best ability in the interview.</p>	<p>reasonable workplace adjustments required for the interview and made adjustments, including specifically designed questions for neurodiverse candidates.</p> <p>Interviews for LPB members were held in-person at City Hall where possible, but where a candidate was unable to attend in person, interviews were conducted online via Microsoft Teams.</p> <p>City Hall has features to make it accessible including: two parking bays available for blue badge holders; a number of accessible toilet cubicles located in different areas on the ground floor; and public areas including the reception desk, Chamber, Committee Rooms and the London's Living Room have inbuilt induction loops, which are always on. City Hall welcomes all guide and assistance dogs, as well as other assistance animals.</p>
	<p><b>Onboarding</b> The ability for Deaf and disabled or neurodiverse LPB members to engage with and take part in the onboarding and induction may have been affected by barriers in the workplace.</p> <p>Disabled members and / or those with lived experience related to ableism and / or intersectional prejudice – in relation to the MPS or more widely - may be asked to lead on particular issues that could burden individuals to the detriment of their wellbeing.</p>	<p><b>Onboarding</b> MOPAC officers confirmed with LPB members whether they had any accessibility requirements or reasonable workplace adjustments to enable them to partake in the onboarding, induction and provision of ongoing support for LPB members.</p> <p>Reasonable workplace adjustments have been put in place for individuals.</p> <p>MOPAC will work with the Board to ensure members are supported and that individuals are not burdened with the responsibility of leading on specific issues related to their</p>

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
		lived experience, including where that experience is intersectional.
<b>Sex</b>	<p><b>Search</b></p> <p>Women are underrepresented on FTSE company boards and the statistics worsen for women who have additional intersecting identities.<sup>27</sup> There are a plethora of potential reasons for this from unconscious bias in interviews to stereotypes impacting women’s confidence thus they choose not to apply for high level boards and non-executive roles. This could have prevented some women from applying to the Board.</p>	<p><b>Search</b></p> <p>The recruitment pack was displayed in a variety of places from traditional media outlets to social media ad campaigns to encourage a diverse range of applications.</p> <p>MOPAC took the decision to have a non-negotiable and consistent remuneration fee for all recruited LPB members.</p>
	<p><b>Selection</b></p> <p>Evidence shows that unconscious bias can lead to selection decisions that don't reflect the gender mix of the population.<sup>28</sup> Taking steps to address this increases the likelihood of identifying talented individuals and ultimately improving the effectiveness of the Board in understanding and addressing crime impacting women and girls.</p> <p>Candidates who are the primary child carers, who statically are more likely to be female, may have been disadvantaged if they were not offered interview times that fit round the ‘school-day’.</p>	<p><b>Selection</b></p> <p>MOPAC HR officials took the appropriate steps to ensure that interview times were varied, that multiple slots were on offer, and that candidates could be offered their preferred time where possible. Candidates were also able to be interviewed online via Microsoft Teams if they were unable to attend in person.</p>
	<b>Onboarding</b>	<b>Onboarding</b>

<sup>27</sup> Cranfield University, ‘The Female FTSE Board Report 2022’, (2022): [Female FTSE Board Report \(cranfield.ac.uk\)](https://www.cranfield.ac.uk/research-and-innovation/centres-and-institutes/centre-for-diversity-and-inclusion/female-ftse-board-report-2022/)

<sup>28</sup> College of Policing, ‘Tackling unconscious bias in recruitment, selection and promotion processes’, (2018): [Tackling unconscious bias in recruitment, selection and promotion processes \(college.police.uk\)](https://www.college.police.uk/~/media/College/Reports-and-publications/2018/Tackling-unconscious-bias-in-recruitment-selection-and-promotion-processes.pdf)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>Candidates who are the primary child carers, who statistically are more likely to be female, may have had challenges attending onboarding meetings due to childcare arrangements.</p> <p>The induction, onboarding and ongoing provision of support for new LPB members will include sharing information and discussions regarding the Baroness Casey Review, including findings that the MPS is institutionally misogynistic. Candidates may find this information could have a negative impact on their wellbeing.</p> <p>Furthermore, members who identify as female and / or who have lived experience related to misogyny and / or intersectional prejudice in the MPS – or elsewhere - may be expected to lead on particular issues within the work of the Board that could burden individuals to the detriment of their wellbeing.</p>	<p>Due to time pressures, dates for onboarding activity to the Board were organised before LPB members were selected. Consultation on meeting dates and availability was therefore, not possible.</p> <p>Where members were not able to attend induction activities in person, MOPAC provided alternative arrangements to ensure they were prepared for their role on the Board.</p> <p>MOPAC will work with the Board to ensure members are supported and that individuals are not burdened with the responsibility of leading on specific issues related to their lived experience, including where that experience is intersectional.</p>
Race	<p><b>Search</b></p> <p>Black, Asian and Minority Ethnic people may have been less inclined to apply for the role than White British people due to the adverse and racist experiences that these groups have been found to face in relation to policing in comparison to white people.</p>	<p><b>Search</b></p> <p>The job advert emphasised that the Mayor was ‘looking for Board members from across London’s diverse communities’. The recruitment campaign included placing the advert on websites such as Ethnic Jobs where a total of 1266 viewed the ad and a further 139 clicked on the ad. The recruitment ad was also placed on Asian Jobsite where a total of 1076 viewed the ad and a further 117 clicked on the ad.</p>
	<p><b>Selection</b></p>	<p><b>Selection</b></p>

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>Evidence shows that unconscious bias can lead to selection decisions that don't reflect the racial diversity of the population.<sup>29</sup> Taking steps to address this increases the likelihood of identifying talented individuals from diverse backgrounds and ultimately improving the effectiveness of the Board at understanding and addressing crime impacting Black, Asian and Minority Ethnic communities.<sup>30</sup></p> <p>The recruitment pack outlined that candidates would be required to undergo CTC clearance. This sharing of personal information with the police and security services may have been a barrier to some Black, Asian and Minority Ethnic Londoners, in light of long-standing community concerns about issues such as the MPS Gangs Violence Matrix.</p>	<p>The interview Panel had relevant interview training and HR representation to advise on conduct during an interview.</p> <p>Within the MPS there is a small team designated to providing specialist support and advice to guide minoritised and/or marginalised people through the vetting process.</p>
	<p><b>Onboarding</b> Onboarding of new members includes sharing of information and discussions regarding the findings of the Baroness Casey Review, including that the MPS is institutionally racist. Research has shown that candidates, particularly candidates from a Black, Asian and Minority Ethnic background, are impacted by racial trauma from working on social justice issues</p>	<p><b>Onboarding</b> There is a MOPAC single point of contact and HR support available to assist LPB members with any concerns related to the onboarding of LPB members.</p> <p>MOPAC will work with the Board to ensure members are supported and that individuals are not burdened with the responsibility of leading on specific issues related to their</p>

<sup>29</sup> College of Policing, 'Tackling unconscious bias in recruitment, selection and promotion processes', (2018): [Tackling unconscious bias in recruitment, selection and promotion processes \(college.police.uk\)](https://college.police.uk/tackling-unconscious-bias-in-recruitment-selection-and-promotion-processes)

<sup>30</sup> College of Policing, 'Tackling unconscious bias in recruitment, selection and promotion processes', (2018): [Tackling unconscious bias in recruitment, selection and promotion processes \(college.police.uk\)](https://college.police.uk/tackling-unconscious-bias-in-recruitment-selection-and-promotion-processes)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>such as racism. Candidates may find this information could have a negative impact on their wellbeing.</p> <p>Furthermore, Black, Asian and Minority Ethnic members and / or members with lived experience related to racism and / or intersectional prejudice in the MPS – or elsewhere - may be expected to lead on particular issues related to racism within the work of the Board that could burden individuals to the detriment of their wellbeing.</p>	<p>lived experience, including where that experience is intersectional.</p>
<p><b>Religion or belief</b></p>	<p><b>Search</b> MOPAC recognises that faith groups may experience barriers in the recruitment process stemming from fear of unconscious bias or lack of understanding of religious communities and practices. These may include assumptions about availability due to religious observances, discrimination regarding informal dress codes or headwear, or recruitment materials may inadvertently use language that excludes applicants who hold specific religious beliefs or practices.</p>	<p><b>Search</b> The job advert emphasised that the Mayor was ‘looking for Board members from across London’s diverse communities’.</p> <p>The recruitment campaign included placing ads on websites where candidates from a particular religion or belief may have been more likely to see it, including <i>Diverse Jobs</i> and <i>Ethnic Jobsite</i>.</p> <p>MOPAC will seek to ensure the views of faith groups inform its oversight of the MPS where any relevant issues are identified in a manner that recognises the breadth of intersectional experiences across faith groups.</p>
	<p><b>Selection</b> Evidence shows that unconscious bias can lead to selection decisions that don't reflect the diversity of faiths and beliefs among the population.<sup>31</sup> Taking</p>	<p><b>Selection</b> The interview panel had relevant interview training and HR representation to advise on conduct during an interview.</p>

<sup>31</sup> College of Policing, ‘Tackling unconscious bias in recruitment, selection and promotion processes’, (2018): [Tackling unconscious bias in recruitment, selection and promotion processes \(college.police.uk\)](https://college.police.uk/tackling-unconscious-bias-in-recruitment-selection-and-promotion-processes)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>steps to address this increases the likelihood of identifying talented individuals from diverse backgrounds and ultimately improving the effectiveness of the Board at understanding and addressing crime impacting faith communities.<sup>32</sup></p> <p><b>Onboarding</b> The onboarding process will require individuals to partake in induction meetings. Religious members may perform religious observances at specific times that might cross-over with these meetings. Candidates may also have specific dietary requirements based on their religion.</p>	<p><b>Onboarding</b> MOPAC staff will ask individual members whether there are any adjustments required to accommodate religious practice ahead of the onboarding process.</p>
<p><b>Sexual orientation</b></p>	<p><b>Search</b> The Casey review found that the MPS is institutionally homophobic. Prospective candidates who identify as LGBT+ may not want to work on the Board given the widespread cultural issues within the MPS associated with homophobia.</p> <p><b>Selection</b> Evidence shows that unconscious bias can lead to selection decisions that don't reflect the diversity of the population.<sup>33</sup> Taking steps to address this increases the likelihood of identifying talented</p>	<p><b>Search</b> The job advert outlined that the Mayor was 'looking for Board members from across London's diverse communities'. The search approach ensured that the recruitment advert was displayed in a variety of places from traditional media outlets to social media ad campaigns to encourage a diverse range of applications, including specific sites such as <i>LGBT+ equality</i> where the ad was viewed 1172 and 127 people clicked on the ad.</p> <p><b>Selection</b> The interview panel had relevant interview training and HR representation to advise on conduct during an interview application and interview.</p>

<sup>32</sup> College of Policing, 'Tackling unconscious bias in recruitment, selection and promotion processes', (2018): [Tackling unconscious bias in recruitment, selection and promotion processes \(college.police.uk\)](https://college.police.uk/tackling-unconscious-bias-in-recruitment-selection-and-promotion-processes)

<sup>33</sup> College of Policing, 'Tackling unconscious bias in recruitment, selection and promotion processes', (2018): [Tackling unconscious bias in recruitment, selection and promotion processes \(college.police.uk\)](https://college.police.uk/tackling-unconscious-bias-in-recruitment-selection-and-promotion-processes)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>individuals from diverse backgrounds and ultimately improve the effectiveness of the Board.</p> <p>Candidates from an LGBT+ background may be hesitant to discuss the nature of their experiences of discrimination out of fear of negative repercussions.</p> <p><b>Onboarding</b> The induction, onboarding and ongoing provision of support for new LPB members will include sharing of information and discussions regarding all of the findings of the Baroness Casey Review, including that the MPS is institutionally homophobic. Candidates may find this information could have a negative impact on their wellbeing.</p> <p>Furthermore, members who have lived experience related to homophobia and / or intersectional prejudice in the MPS may be expected to lead on particular issues within the work of the Board that could burden individuals to the detriment of their wellbeing.</p>	<p><b>Onboarding</b> There is a MOPAC single point of contact and HR support available to assist LPB members with any concerns related to the onboarding for LPB members.</p> <p>MOPAC will work with the Board to ensure members are supported and that individuals are not burdened with the responsibility of leading on specific issues related to their lived experience, including where that experience is intersectional.</p>
<p><b>Gender identity</b></p>	<p><b>Search</b> MOPAC is aware of the institutional discrimination trans and non-binary people face within recruitment and recognise the low levels of trust in the MPS among this group. Prospective candidates who identify as trans or non-binary may not chose to apply to the Board given the cultural issues within the MPS associated with transphobia.</p>	<p><b>Search</b> The job advert emphasised that the Mayor was 'looking for Board members from across London's diverse communities'.</p> <p>The search approach ensured that the recruitment advert was displayed in a variety of places from traditional media outlets to social media ad campaigns to encourage a diverse range of applications.</p>

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>Stonewall research highlighted 3% of the 1,000 employers polled from a cross section of industries, have an equal opportunities policy that openly welcomes trans people to apply for jobs.<sup>34</sup></p> <p><b>Selection</b> Evidence shows that unconscious bias can lead to selection decisions that don't reflect diversity of the population.<sup>35</sup> Taking steps to address this increases the likelihood of identifying talented individuals from diverse backgrounds and ultimately improve the effectiveness of the Board.</p> <p>Candidates who are trans or non-binary may be hesitant to identify themselves as such during selection processes to avoid the prospect of discrimination.</p> <p>The recruitment pack outlined that candidates would be required to undergo CTC clearance. Trans and non-binary people may have been concerned about potential discrimination if asked to disclose their previous name and gender during the vetting process.</p> <p><b>Onboarding</b> The induction, onboarding and ongoing provision of support for new LPB members will include sharing of information and discussions regarding all of the</p>	<p><b>Selection</b> The interview panel had relevant interview training and HR representation to advise on conduct during an interview.</p> <p>MOPAC HR officials were available to support any concerns that members had with the vetting process.</p> <p>Within the MPS there is a small team designated to providing specialist support and advice to guide minoritised and/or marginalised people through the vetting process.</p> <p><b>Onboarding</b> There is a MOPAC single point of contact and HR support available to assist LPB with any concerns related to the</p>

<sup>34</sup> Stonewall UK, 'LGBT In Britain Work report', (2018): [LGBT in Britain - Work \(stonewall.org.uk\)](https://www.stonewall.org.uk/resources/lgbt-in-britain-work-report)

<sup>35</sup> College of Policing, 'Tackling unconscious bias in recruitment, selection and promotion processes', (2018): [Tackling unconscious bias in recruitment, selection and promotion processes \(college.police.uk\)](https://www.college.police.uk/~/media/College/Reports-and-publications/2018/Tackling-unconscious-bias-in-recruitment-selection-and-promotion-processes.pdf)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>findings of the Baroness Casey Review, including the Met relationship with LGBT+ communities. Candidates may find this information could have a negative impact on their wellbeing.</p> <p>Furthermore, members who have lived experience of transphobia and / or intersectional prejudice in the MPS or elsewhere may feel they need to lead on particular work of the Board related to that topic, which could leave individuals feeling burdened to the detriment of their wellbeing.</p>	<p>induction, onboarding and ongoing provision of support for LPB members.</p> <p>MOPAC will work with the Board to ensure members are supported and that individuals are not burdened with the responsibility of leading on specific issues related to their lived experience, including where that experience is intersectional.</p>
<p><b>Marriage and/or Civil Partnership</b></p>	<p><b>Search</b> There is no available evidence of specific impacts of the search process on individuals based on their marriage or civil partnership status. However, there is crossover between this and other protected characteristics, e.g. sex, which has been assessed elsewhere in this document.</p>	<p><b>Search</b> There is nothing to indicate that the search process would have a detrimental impact on people with this protected characteristic. However, should more data or information come to light regarding this characteristic, the impact of the approach will be subject to further assessment.</p>
	<p><b>Selection</b> There is no available evidence of specific impacts of the selection process on individuals based on their marriage or civil partnerships status. However, there is crossover between this and other protected characteristics, e.g. sex, which has been assessed elsewhere in this document.</p>	<p><b>Selection</b> There is nothing to indicate that the selection process approach would have a detrimental impact on people with this protected characteristic. However, should more data or information come to light regarding this characteristic, the impact of the approach will be subject to further assessment.</p>
	<p><b>Onboarding</b> There is no available evidence of specific impacts of the onboarding process on individuals based on their marriage or civil partnerships status, However, there is crossover between this and other protected</p>	<p><b>Onboarding</b> There is nothing to indicate that onboarding approach would have a detrimental impact on people with this protected characteristic. However, should more data or information come to light regarding this characteristic, the</p>

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	characteristics, e.g. sex, which has been assessed elsewhere in this document.	impact of the approach will be subject to further assessment.
<b>Maternity and pregnancy</b>	<p><b>Search</b> Research shows 1 in 8 companies are reluctant to hire pregnant people, so people who are pregnant or on maternity leave might have been less likely to apply.<sup>36</sup></p> <p>Additionally, parents often face barriers that hinder their participation in the labour market, including limited job opportunities that align with childcare needs, outdated work experience, gender-based expectations, and a lack of familial support.<sup>37</sup></p>	<p><b>Search</b> The job advert emphasised that the Mayor was ‘looking for Board members from across London’s diverse communities’.</p> <p>The search approach ensured that the recruitment advert was displayed in a variety of places from traditional media outlets to social media ad campaigns to encourage a diverse range of applications.</p>
	<p><b>Selection</b> Unconscious biases and barriers related to maternity and pregnancy can hinder selecting the best candidate. Stereotypes about working parents, concerns about childcare responsibilities, or assumptions about commitment levels can unconsciously inform selection processes, leading to missed opportunities to appoint talented individuals. This not only risks disadvantaging qualified candidates but also could limit the effectiveness of Board decisions impacting diverse London communities.<sup>38</sup></p>	<p><b>Selection</b> The interview panel had relevant interview training and HR representation to advise on conduct during an interview.</p> <p>MOPAC HR officials took the appropriate steps to ensure that interview times were varied, that multiple slots were on offer, and that candidates could be offered their preferred time where possible to accommodate any childcare needs. Candidates were also able to be interviewed online via Microsoft Teams if they were unable to attend in person.</p>

<sup>36</sup> Personnel Today, ‘One in eight reluctant to hire women who may become pregnant’, (2019): [One in eight reluctant to hire women who may become pregnant - Personnel Today](#)

<sup>37</sup> Department for Work and Pensions, ‘Families and work: Revisiting barriers to employment’ (2011): [Families and work: Revisiting barriers to employment](#)

<sup>38</sup> College of Policing, ‘Tackling unconscious bias in recruitment, selection and promotion processes’, (2018): [Tackling unconscious bias in recruitment, selection and promotion processes \(college.police.uk\)](#)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p><b>Onboarding</b> Candidates who are pregnant, expecting a baby or have recently given birth may have difficulty accessing induction activities due to maternity or pregnancy-related needs. Lack of accommodations like flexible working arrangements, access to lactation facilities, or access to parental leave may prevent a smooth transition and equality of opportunity and access.</p>	<p><b>Onboarding</b> There is a MOPAC single point of contact and HR support available to assist LPB members with any concerns related to the onboarding of LPB members, including any issues related to pregnancy or parenthood.</p>

## Board Operation

The LPB has been set up to support the Mayor to oversee and scrutinise the MPS openly and transparently. The successful operation of the Board is therefore underpinned by effective engagement and communication with Londoners.

### *LPB member participation*

Effective board operation hinges on the active participation of all members. To ensure members can fully contribute their unique experiences and perspectives, we will implement actions that mirror those outlined in the recruitment and onboarding section. These actions will focus on creating an inclusive and accessible environment where action is taken to ensure accessibility and all board members feel empowered to participate meaningfully.

### *Engagement*

The Board strives to reflect and value London's diversity in everything it does, recognising that its membership – in and of itself - does not represent the wide range of communities in London. MOPAC is supporting the Board to ensure that the diversity of Londoners and equality, diversity and inclusion considerations are reflected in the operation of the Board. This will in part be supported by effective engagement with London's diverse communities and translating their legitimate desires and aspirations into action.

### *Communication*

MOPAC wants the work of the Board to be open and transparent. Members of the public are therefore able to attend the Board meetings in person at City Hall or watch a live stream of the meeting on the MOPAC [website](#). The recording and minutes of each past meeting are also available online.

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
<b>Age</b>	<p><b>Engagement</b> Young Londoners may be less willing to engage in the work of the Board and share their insights of policing both because of the potential inaccessibility of the style of working of the Board and because of the lack of representation of young people in its membership.</p> <p>In addition, third sector organisations that represent young people may find it difficult to engage in the work of the Board because of time constraints and / or resourcing issues.<sup>39</sup></p>	<p><b>Engagement</b> The LPB will use existing MOPAC partnership, community scrutiny and engagement mechanisms to ensure views of Londoners from all backgrounds – including children and young people from diverse backgrounds - are reflected in the discussions and activities of the LPB. MOPAC is also working with LPB members to consider whether new mechanisms need to be established. This includes leveraging insights from the Public Attitudes Survey and Youth Voice Survey to gain a deeper understanding of children and young people's experiences and perceptions to inform the LPB's oversight work.</p>
	<p><b>LPB Communications</b> Meetings will take place during the working day. It may therefore be harder for younger, of-working-age Londoners to attend or view the meetings.</p> <p>It may also be difficult for individuals of retirement age to attend meetings in person due to age-related access requirements, or to access the live-streamed content online due to age-related impairments that impact web use.</p>	<p><b>LPB Communications</b> The proceedings of the LPB will be communicated and accessible through a variety of formats. All formal meetings of the LPB and its Committees will take place in public and will be livestreamed. Board papers, meeting minutes and recordings will be published online. Members of the public can request documents in accessible formats if required.</p>
<b>Disability</b>	<p><b>Engagement</b> MOPAC recognises that Deaf and disabled Londoners with lived experience of ableism in the MPS may be less willing to engage with the work of the Board and share their insights.</p>	<p><b>Engagement</b> The LPB will use existing MOPAC partnership, community scrutiny and engagement mechanisms to ensure views of Londoners - including Deaf and disabled people from diverse backgrounds - are reflected in the</p>

<sup>39</sup> The Scottish Government, 'Supporting collaboration between the third and public sectors: evidence review', (2022): [4. Meaningful collaboration - Supporting collaboration between the third and public sectors: evidence review - gov.scot \(www.gov.scot\)](https://www.gov.scot/resources/consultation-papers/collections/documents/Supporting-collaboration-between-the-third-and-public-sectors-evidence-review.pdf)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>In addition, third sector organisations that represent Deaf and disabled people may find it difficult to engage in the work of the Board because of time constraints and / or resourcing issues faced by third sector organisations.<sup>40</sup></p> <p><b>LPB Communications</b> The Board papers that are published online may not be accessible to those with visual or other reading impairments. Furthermore, the formatting of LPB information published online may not be compatible with certain software used by deaf and disabled people to assist with the use of technology.</p> <p>LPB meetings are held in public at City Hall. The facilities at City Hall could limit the ability for deaf or disabled members of the public to observe these meetings in person.</p> <p>MOPAC recognises that some Board discussions focussed on ableism in the MPS may contain content that members of the public engaging with the proceedings of the Board find sensitive, including Deaf and disabled Londoners that have lived experience of these issues.</p>	<p>discussions and activities of the LPB. MOPAC is also working with LPB members to consider whether new mechanisms need to be established.</p> <p><b>LPB Communications</b> MOPAC will ensure that meeting venues are accessible, and that an induction loop is available. LPB meetings will be held at City Hall, which has a range of accessibility measures available for LPB members and members of the public wishing to view meetings. The closest station is Royal Victoria Dock, which has step-free access. The visitor entrance to City Hall has level access from the street. All public areas including the Chamber, Committee Rooms, cafe and event space is located on the ground floor. Public areas of City Hall have an inbuilt induction loop. City Hall welcomes all guide and assistance dogs, as well as other assistance animals. There are two parking bays available for blue badge holders. Accessible toilet cubicles are located on the ground floor. The Chamber has six dedicated spaces for wheelchair users in the public gallery.</p> <p>All published papers are accessibility checked to ensure compatibility with accessibility software such as text-to-</p>

<sup>40</sup> The Scottish Government, 'Supporting collaboration between the third and public sectors: evidence review', (2022): 4. Meaningful collaboration - Supporting collaboration between the third and public sectors: evidence review - gov.scot (www.gov.scot)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
		<p>speech. Alternative formats can also be provided on request.</p> <p>MOPAC recognises the potential impact of sensitive LPB discussions around discrimination and violence on individuals with lived experience. We will clearly mark when these topics are being discussed in meetings or materials.</p>
<p><b>Sex</b></p>	<p><b>Engagement</b> MOPAC recognises that Londoners with lived experience of misogyny in the MPS and/or VAWG (including sexual violence, stalking, domestic abuse, 'honour'-based abuse, 'revenge porn', as well as many others) may be less willing to engage with the work of the Board and share their insights of policing.</p> <p>In addition, third sector organisations that represent women may find it difficult to engage in the work of the Board because of time constraints and / or resourcing issues.<sup>41</sup></p> <p><b>LPB communications</b> MOPAC recognises that some Board discussions focussed on institutional sexism and misogyny in the MPS may contain content that members of the public engaging with the proceedings of the Board find sensitive, including women that have lived experience of these issues.</p>	<p><b>Engagement</b> The LPB will utilise existing MOPAC partnership, community scrutiny and engagement mechanisms to ensure views of Londoners - including women and girls from diverse backgrounds - are reflected in the discussions and activities of the LPB. This includes leveraging insights from the Public Attitudes Survey and User Satisfaction Survey to gain a deeper understanding of women's experiences to inform the LPB's oversight work MOPAC is also working with LPB members to consider whether new mechanisms need to be established.</p> <p><b>LPB Communications</b> MOPAC recognises the potential impact of sensitive LPB discussions around discrimination and violence on individuals with lived experience. We will clearly mark when these topics are being discussed in meetings or materials.</p>

<sup>41</sup> The Scottish Government, 'Supporting collaboration between the third and public sectors: evidence review', (2022): [4. Meaningful collaboration - Supporting collaboration between the third and public sectors: evidence review - gov.scot \(www.gov.scot\)](https://www.gov.scot/resources/consultation-papers/collections/documents/Supporting-collaboration-between-the-third-and-public-sectors-evidence-review.pdf)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
Race	<p><b>Engagement</b> MOPAC recognises that Londoners with lived experience of racism in the MPS may be less willing to engage with the work of the Board and share their insights of policing.</p> <p>In addition, anti-racism third sector organisations people may find it difficult to engage in the work of the Board because of time constraints and / or resourcing issues.<sup>42</sup></p>	<p><b>Engagement</b> The LPB will use existing MOPAC partnership, community scrutiny and engagement mechanisms to ensure views of Londoners – including Black, Asian and Minority Ethnic people from diverse backgrounds - are reflected in the discussions and activities of the LPB. This includes leveraging insights from Public Attitudes Surveys to gain a deeper understanding of Londoners experiences to inform the LPB's work. Additionally, links will be established between the LPB and MOPAC's External Reference Group (ERG) to inform LPB' work. The ERG plays a key role in representing and amplifying the voices of communities, particularly Black, Asian and Minority Ethnic Londoners, who have been disproportionately impacted by the use of police powers, such as stop and search. MOPAC is also working with LPB members to consider whether new mechanisms need to be established.</p>
	<p><b>LPB Communications</b> MOPAC recognises that some Board discussions focused on institutional racism in the MPS may contain content that members of the public engaging with the proceedings of the Board find sensitive, including those with lived experience of racism.</p>	<p><b>LPB Communications</b> MOPAC recognises the potential impact of sensitive LPB discussions around discrimination and violence on individuals with lived experience. We will clearly mark when these topics are being discussed in meetings or materials.</p>
Religion or Belief	<p><b>Engagement</b> MOPAC recognises that some faith groups may be less willing to engage with the work of the Board and share their insights of policing.</p>	<p><b>Engagement</b> The LPB will utilise existing MOPAC partnership, community scrutiny and engagement mechanisms to ensure views of Londoners – including those of different</p>

<sup>42</sup> The Scottish Government, 'Supporting collaboration between the third and public sectors: evidence review', (2022): [4. Meaningful collaboration - Supporting collaboration between the third and public sectors: evidence review - gov.scot \(www.gov.scot\)](https://www.gov.scot/resources/consultation-papers/collections/documents/Supporting-collaboration-between-the-third-and-public-sectors-evidence-review.pdf)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>In addition, third sector organisations that represent faith groups and/or promote anti-discrimination may find it difficult to engage with the Board because of time constraints and/or resourcing issues.<sup>43</sup></p>	<p>religions or beliefs from diverse backgrounds - are reflected in the discussions and activities of the LPB. MOPAC is also working with LPB members to consider whether new mechanisms need to be established.</p>
	<p><b>LPB Communications</b> MOPAC recognises that some Board discussions on discrimination in the MPS may contain content that members of the public engaging with the proceedings of the Board find sensitive, including those with lived experience of discrimination by the MPS and/or experience of crime disproportionality impacting faith communities, such as hate crime.</p>	<p><b>LPB Communications</b> MOPAC recognises the potential impact of sensitive LPB discussions around discrimination and violence on individuals with lived experience. We will clearly mark when these topics are being discussed in meetings or materials.</p>
<p><b>Sexual Orientation</b></p>	<p><b>Engagement</b> MOPAC recognises that Londoners with lived experience of homophobia in the MPS may be less willing to engage with the work of the Board and share their insights of policing.</p> <p>In addition, third sector organisations that represent the LGBT+ community may find it difficult to engage in the work of the Board because of time constraints and / or resourcing issues.<sup>44</sup></p>	<p><b>Engagement</b> The LPB will utilise existing MOPAC partnership, community scrutiny and engagement mechanisms to ensure views of Londoners - including LGBT+ people from diverse backgrounds - are reflected in the discussions and activities of the LPB. MOPAC is also working with LPB members to consider whether new mechanisms need to be established.</p>
	<p><b>LPB Communications</b> MOPAC recognises that some Board discussions on homophobia in the MPS may contain content that members of the public engaging with the</p>	<p><b>LPB Communications</b> MOPAC recognises the potential impact of sensitive LPB discussions around discrimination and violence on individuals with lived experience. We will clearly mark</p>

<sup>43</sup> The Scottish Government, 'Supporting collaboration between the third and public sectors: evidence review', (2022): [4. Meaningful collaboration - Supporting collaboration between the third and public sectors: evidence review - gov.scot \(www.gov.scot\)](https://www.gov.scot/resources/consultation-papers/collections/documents/Supporting-collaboration-between-the-third-and-public-sectors-evidence-review.pdf)

<sup>44</sup> The Scottish Government, 'Supporting collaboration between the third and public sectors: evidence review', (2022): [4. Meaningful collaboration - Supporting collaboration between the third and public sectors: evidence review - gov.scot \(www.gov.scot\)](https://www.gov.scot/resources/consultation-papers/collections/documents/Supporting-collaboration-between-the-third-and-public-sectors-evidence-review.pdf)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	proceedings of the Board find sensitive, including those with lived experience of MPS homophobia.	when these topics are being discussed in meetings or materials.
<b>Marriage and/or Civil Partnership</b>	<b>Engagement</b> None Identified	<b>Engagement</b> None Identified
	<b>LPB Communications</b> None Identified	<b>LPB Communications</b> None Identified
<b>Maternity and Pregnancy</b>	<b>Engagement</b> MOPAC recognises the barriers faced by Londoners who are pregnant, breastfeeding or have given birth in engaging with the work of the Board and sharing their insights of policing.  In addition, third sector organisations that represent women, including the needs of those who are pregnant or mothers, may find it difficult to engage in the work of the Board because of time constraints and / or resourcing issues. <sup>45</sup>	<b>Engagement</b> The LPB will utilise existing MOPAC partnership, community scrutiny and engagement mechanisms to ensure views of Londoners - including those who are pregnant, breastfeeding or postpartum - are reflected in the discussions and activities of the LPB. This includes carrying out this work in a manner considerate of those with childcare commitments or who are pregnant, such as offering flexible timings where possible, and allowing for remote participation when necessary.
	<b>LPB Communications</b> MOPAC recognises that some Board discussions of discriminatory treatment or violence against children may contain content that parents or pregnant members of the public engaging with the proceedings of the Board find sensitive.	<b>LPB Communications</b> MOPAC recognises the potential impact of sensitive LPB discussions around discriminatory treatment or violence against children on individuals who are pregnant or are parents. We will clearly mark when these topics are being discussed in meetings or materials.
<b>Gender Identity</b>	<b>Engagement</b> MOPAC recognises the barriers faced by trans and non-binary Londoners in engaging with the work of the Board and share their insights of policing.	<b>Engagement</b> The LPB will utilise existing MOPAC partnership, community scrutiny and engagement mechanisms to ensure views of Londoners - including trans and non-

<sup>45</sup> The Scottish Government, 'Supporting collaboration between the third and public sectors: evidence review', (2022): [4. Meaningful collaboration - Supporting collaboration between the third and public sectors: evidence review - gov.scot \(www.gov.scot\)](https://www.gov.scot/resources/consultation-papers/collections/documents/Supporting-collaboration-between-the-third-and-public-sectors-evidence-review.pdf)

Characteristic	Potential impact on this group	Actions taken to mitigate impact and advance equality, diversity and inclusion
	<p>Research has shown that trans and non-binary people tend to experience poor relationships with the MPS and often have poor outcomes in their engagement with the police.<sup>46</sup></p> <p>MOPAC recognises that this may impact the extent to which people who identify as trans or non-binary engage with the work of the Board and share their insights.</p> <p>In addition, third sector organisations that represent the trans and non-binary communities may find it difficult to engage in the work of the Board because of time constraints and / or resourcing issues.<sup>47</sup></p> <p><b>LPB Communications</b> MOPAC recognises that some Board discussions on discrimination in the MPS may contain content that members of the public engaging with the proceedings of the Board find sensitive, including those with lived experience of transphobic discrimination by the MPS and/or experience of crimes disproportionately impacting trans and non-binary people, such as sexual violence and hate crime.</p>	<p>binary people from diverse backgrounds - are reflected in the discussions and activities of the LPB. MOPAC is also working with LPB members to consider whether new mechanisms need to be established.</p> <p><b>LPB Communications</b> MOPAC recognises the potential impact of sensitive LPB discussions around transphobic discrimination and violence on individuals with lived experience. We will clearly mark when these topics are being discussed in meetings or materials.</p>

<sup>46</sup> Galop 'Galop's statement on institutionalised homophobia and transphobia in the Met Police', (2023): [Galop's statement on institutionalised homophobia and transphobia in the Met Police - Galop](#)

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