EDI Strategy Implementation Delivery Plan

Year 1: January 2025 – March 2026

1. Introduction

This paper aims to set out the Year 1 EDI priorities which the City of London Police are committing to as part of our new EDI Strategy, providing rationale for our selection, proposed timeframes for completion alongside metrics to demonstrate progress. It is important to note that, prior to publication, during and since, our delivery of initiatives in this area has not slowed pace. However, we have recognised the need to map out our priorities and measures to ensure a focused delivery.

2. Background

Following the launch and publication of our EDI Strategy in July 2024, the Inclusivity, Culture and Organisational Development (ICOD) team have consulted widely, both internally (with our Staff Networks and Associations) as well as with key external partners, to identify our next steps. This has allowed us to prioritise the areas which we know are most important to our stakeholders, but also incorporate feedback from Inclusive Employers following our recent submission and 'Silver' award. We have also given due consideration to our National policing requirements (as set out by both the College of Policing and the National Police Chief's Council), as well as acknowledging our legal obligations.

In doing so, we have been able to provide tangible actions against each of the published 'Commitment' statements from the four sections of the strategy (Our People, Our Policies, Our Public and Our Partners) which set out how we will go about achieving progress. Working collaboratively, we have been able to decide which actions are a priority for us and apply some realistic timeframes. In acknowledging that much of the co-ordination and drive behind many of these actions will come from the small team of ICOD, we have had to think carefully about what can be achieved and the commitment involved. To provide clarity on milestones, the following status matrix has been mapped against each action over a 3 year period as either:-

Developing	Project / initiative is underway or in planning stages but not yet delivered
Achieving	Project / initiative has been delivered at base level but not evolved further
Advancing	Project / initiative has been delivered and has reached a sophisticated stage (for example, gone a step further by informing National innovative practice)

This methodology replicates that used by the College of Policing, with the aim of ensuring consistency of approach. We have also ensured all of our proposals are aligned to our forthcoming Policing Plan priorities, with our core values of Professionalism, Integrity and Compassion suitably reflected. The governance of this implementation plan is also going to be crucial, our recent review of internal governance provides a platform for us to hold ourselves to account (through our EDI

Strategic and EDI Delivery Boards). We understand that we also need to apply scrutiny from outside formal governance and will do so through mechanisms such as our Independent Advisory Scrutiny Group (IASG); they have been consulted and provided feedback as we have worked towards this plan.

This paper will now provide an overview of our Year 1 workplan, for each part of the Strategy we have selected our Commitment Priorities and the Deliverables against each one. As one might expect, a significant majority of these relate to 'our people', acknowledging that so much focus in Policing currently is around standards of culture and behaviour. We have then selected the most appropriate measures from those which we have listed within our Strategy; again, we have made considered selection based on availability/quality of data alongside relevance. Going forwards, once we have established our baseline measures, we will be able to add in more meaningful goals or targets.

It is important to note that in addition to our EDI delivery, there are broader things that we are doing that are not referenced specifically within this plan- for example, hosting this year's NBPA Conference, reviewing and refreshing our VAWG Strategic Plan. Future iterations of this plan will endeavour to incorporate this additional activity- as a force, we appreciate that there will always be a degree of flex as and when new themes or priorities emerge.

3a) 'Our People' Year 1 Commitments

- Increase the diversity of underrepresented talent from all backgrounds (within student officers intakes and) at all levels of our service.
- We will complete audits every quarter and use the results of these to inform changes in culture, the content of our inclusivity programme and professional standards work

3b)



3c) 'Our People' Year 1 Deliverables

This is by far our largest 'P' in terms of deliverables, but also our significant focus in Year 1. This is in part due to our statutory and legal obligations- we need to publish our Annual Public Sector Equality Duty by April of each year and in addition to our gender pay gap, best practice suggests that forces should also include analysis of pay gaps between other groups i.e. race.

We know that improving our diversity must be a priority and is the focus already of much of our work in this area. As HR finalise their workforce plan, they are linking in closely with ICOD and other internal stakeholders to ensure that our recruitment strategy is able to deliver in this area. This is also a priority for many of our additional workstreams within ICOD, including our Police Race Action Plan and recommendations following both the Casey Review and Angiolini Inquiry. Alongside this, it is vitally important that we improve our internal data capture, including the make-up of our current workforce. We need to ensure that our officers and staff not only have access to update their private information but also that they are regularly encouraged and motivated to do so. Hence, this has been allocated as a separate piece for one of our SMT leads as part of his Police Executive

Leadership Programme (PELP) supporting evidence, alongside our work within ICOD and Internal Communications.

A number of projects are already underway, including our Positive Action Leadership Scheme (PALs), Cultural Audit, Staff Survey, Leadership Training, Sponsorship and Inclusivity Programme. It is important that this delivery continues but we recognise that we must better understand the impact that these initiatives are having. As such, we are committed to investing more in this area, hence focusing on developing a more sophisticated evaluation strategy during Year 1. These will continue to be delivered by ICOD, but we understand that we will need to utilise the expertise of others, in particular our peers and partners who already have effective evaluation mechanisms in place.

3d) 'Our People' Why is this important?

We recognise the importance of these areas as they help us to build towards a gold accreditation with inclusive employers and fulfils our strategic aim of being one of the most inclusive forces in the Country. We understand the need to record and measure the impact that these initiatives are having, to support our people. Alongside this, we are fully aware of our statutory obligations. As such, we are committed to investing further in this area, hence focusing on developing a more sophisticated evaluation strategy during Year 1.

3e) 'Our People' Year 1 Measurement

- Recruitment, retention and promotion / development figures of all people, with special focus on those from minority backgrounds
- A decrease in the number of complaints received
- A decrease in the number of cases of discrimination, bullying or similar
- Year-on-year progress in percentages of our people declaring their differences
- Improved assessments results of our culture, both qualitatively and quantitatively

4) Prioritisation and Delivery- Our Policies

4a) 'Our Policies' Year 1 Commitment

 We will use our staff networks and associations as key partners in delivering inclusive and relevant policies and review these quarterly to ensure their effectiveness

4b)



4c) 'Our Policies' Year 1 Deliverables

We will review our Equal Opportunities Policy and **all** policies relating to bullying / harassment, including external examination to ensure that we are viewing appropriately through an 'EDI' lens. These activities will be led by ICOD, utilising our existing networks and scrutiny groups. We will also be seeking out National good practice in Policing to learn from those who are already advancing in this area.

We have recently completed a review of our Staff Networks and Associations, implementing recommendations relating to dedicated time for activities, governance, budgeting and training. Through continued delivery of our Network Chairs Meetings and ongoing support, ICOD will ensure that our people remain key consultants in any new policies or procedures

4d) 'Our Policies' Why is this important?

We have a legal obligation to ensure our policies are fit for purpose, this was highlighted by our feedback from Inclusive Employers. By including our networks and external scrutiny groups in this process, we have a broad and informed perspective to grow our organisation in the most inclusive way. This stakeholder engagement increases internal and external trust and confidence in our service.

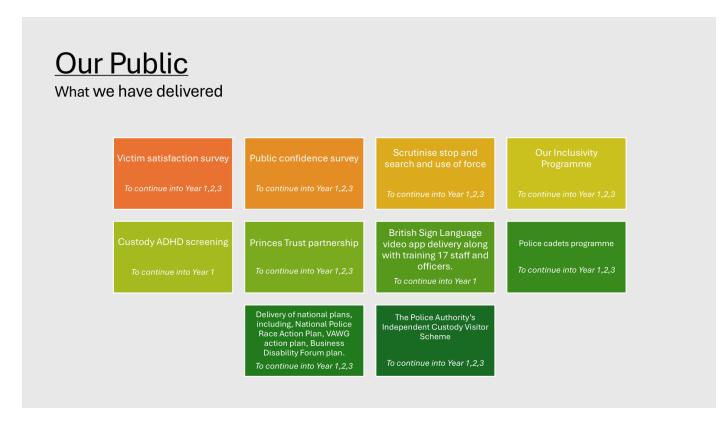
4e) 'Our Policies' Year 1 Measurement

- Completed review of key policies as detailed above, numbers to be provided and qualitative changes to be tracked
- Gender and Ethnicity Pay Gap reporting to provide insights into progress made on equitable pay structures
- Our staff networks and associations invited to inform, contribute and shape policies that impact our people (as per monitoring form template- to include numbers of policies reviewed, time spent and overview of changes made)

5) Prioritisation and Delivery- 'Our Public'

 We will engage positively with young people throughout London so that our young people meet and take part

5b)



5c) 'Our Public' Year 1 Deliverables

ICOD has, as of January 2025, taken ownership of our Youth Independent Advisory Group (YIAG). There is much to do to ensure effective member engagement and involvement going forwards. As such, we expect a significant bulk of our Year 1 Public focus to be on developing this group and maximising its impact and effectiveness. Similarly, we will work with colleagues in Local Policing to ensure connectivity and shared best practice between the YIAG and our Police Cadets and more general youth engagement. This will ensure effective governance, reporting and evolution of existing activity.

Again, all three of these actions cut across many of other workstreams including our National Action Plans on Violence Against Women and Girls (VAWG) and Race.

Finally, a high priority for ICOD remains a review of all existing National Plans, including EDI-related reports and recommendations, to ensure appropriate governance, co-ordination, delivery and reporting.

5d) 'Our Public' Why is this important?

Public engagement and scrutiny are key to being a transparent and reflective service, one that is keen to learn and grow. We can only understand the reality of our service delivery by engaging with the pubic, listening and understanding. Establishing diverse and reputable relationships will help to build a fully accessible and embracive force. This is fundamental in our bid to become one of the most inclusive police services in the country.

5e) 'Our Public' Year 1 Measurement

- Survey results and reporting relating to Public Satisfaction- specifically metrics contained as per our Public Confidence Survey ('confidence in CoLP doing a good job' AND 'how safe do you feel')
- The number of consultations taken place with our communities

6a) 'Our Partners' Year 1 Commitment

 We will ensure we can measure the impact of our partnership work, review its progress, and build on outcomes

6b)



6c) 'Our Partners' Year 1 Deliverables

In our first year, it is proposed that we focus on achieving a clear understanding of our existing partnerships across the force. Alongside this, we also need to get a better understanding of our existing procurement frameworks- both what exists locally and Nationally (including any National Policing guidance / best or innovative practice).

ICOD are also committed to our ongoing Code of Ethics Delivery, including our Ethical Dilemmas training and the establishment of an Ethics Committee. Although this action stretches across all 4 pillars of work, there is a clear link with ethical partnerships, hence incorporation at this point.

6d) 'Our Partners' Why this is important?

Albeit the new Code of Ethics in Policing is non-statutory, it is the expectation of the College of Policing and the National Police Chief's Council that all forces will ensure their staff have a grounded understanding of its principles and will use these collectively across the business to support decision making and guide behaviour.

The new Code of Ethics highlights a commitment to work in the public interest, listening to the needs of the public we serve and standing up against any behaviour or attitudes that could bring the profession into disrepute and damage trust in the service. To be a trusted and valued service, we must act lawfully; understand and respond to community needs; ensure that our partnerships are ethical; reflect on and apply knowledge and experience; and improve ourselves, our peers and our profession. These behaviours align with our force values of Professionalism, Integrity, and Compassion.

6c) 'Our Partners' Year 1 Measurement

- Number and quality of partnerships formed across all areas of our service delivery,
- Number of attendees on ethics related training (to include Ethical Dilemmas) and Number of Ethics Committees held.

EDI Strategy Implementation Framework

2024-2027

No	Commitment Summary	Action required / Deliverable	Co-ordinator	Priority	Status	Year 1	Year 2	Year 3
		Pledges to be written and announced by all of						
		CoLP Senior Leadership Team	ICOD	High	Completed	Achieving	Achieving	Achieving
		Review of pledges to take place by ICOD	ICOD	Medium	In progress		Achieving	Achieving
		To be an ongoing agenda item at EDI Strategic						
		Board, progress to be monitored	ICOD	Medium	Not started		Achieving	Achieving
	Introduction of pledges	The role of 'Champions' for Staff Networks to						
	from senior leaders that	be formalised with clear roles and objectives.						
	they are accountable for	This will make it easier to define accountability						
1.1	delivering	lines and monitor / evaluate impact	ICOD	Low	Not started		Developing	Achieving
		Creation of recruitment strategy which reflects						
		the commitments made at 1.2a and 1.2b	HR	High	In progress	Developing	Developing	Achieving
		Review of previous talent strategy and creation						
		of new plan (see also action at 2.4)	ICOD	Medium	Not started		Developing	Achieving
	Increase the diversity of	Delivery and Evaluation of Positive Action						
	underrepresented	Learning Scheme	ICOD	High	In progress	Developing	Achieving	Achieving
	talent from all	Delivery of Sponsorship Scheme for those from						
	backgrounds within	minority backgrounds	ICOD	High	In progress	Developing	Achieving	Achieving
1.2a	student officers intakes	Ensuring that existing programmes to support		·				
&	and at all levels of our	future leadership are available to all diverse						
1.2b	service.	groups within CoLP	ICOD	Low	Not started		Developing	Achieving

		Evaluation of existing programmes to measure impact and 'success' rates for our diverse groups	ICOD	Medium	Not started		Developing	Achieving
		Retention and Exiting Workgroup created with programme of work in place	DCS NLF (Ops)	High	In progress	Developing	Achieving	Achieving
		Delivery against statutory requirements (including Public Sector Equality Duty)	ICOD	High	In progress	Achieving	Achieving	Advancing
		Ensure that staff can update their diversity data at any point through the self-service system and that this is collected at key stages in the employee lifecycle- onboarding, promotion etc. Aim to increase disclosure rate to 75% (recommend options are presented	DCS NLF / HR / ICOD	High	In progress	Developing	Achieving	Achieving
		alphabetically to avoid implied hierarchy) Ongoing monitoring of recruitment, promotion	ICOD	High		Developing	Achieving	Achieving
		and retention data via EDI Strategic Board	ICOD / HR	High	In progress	Developing	Developing	Achieving
		Inclusion of 'attraction' data	HR	Low	Not started		Developing	Achieving
		Plan created to address poor disclosure rates relating to protected characteristics	DCS NLF (NFIB/AF)	Medium	In progress	Developing	Achieving	Achieving
		Consider using both qualitative and quantitative data to understand career aspirations across different demographic groups, addressing barriers and creating more career-enhancing opportunities for	All-tbd	Low	Not started		Dovaloning	Achieving
		underrepresented groups	All-tod	Low	Not started		Developing	Achieving
	Consistent delivery of regular mandatory	Creation of Inclusivity Programme as mandatory for all CoLP Officers and Staff	ICOD	High	Completed	Achieving	Achieving	Advancing
	education on a variety of subjects pertinent to	Creation of calendar, in consultation with networks, to inform activity	ICOD	High	In progress	Achieving	Achieving	Advancing
1.3	the cultures and lived experiences of our	Ongoing delivery of content and consistent evaluation	ICOD	High	In progress	Developing	Achieving	Achieving

	people, partners and	Sophisticated evaluation plan in place to ensure						
	public	'impact' is measured	ICOD	High	In progress	Developing	Achieving	Achieving
		Explore strategies to increase officer						
		participation in the Inclusivity Programme						
		which will help achieve broader impact and						
		foster greater cultural change	ICOD	Medium	Not started		Developing	Achieving
		Explore ways to implement evaluation methods						
		that effectively capture the impact of events						
		organised by staff networks	ICOD	Low	Not started		Developing	Achieving
		Content and Timetable for leadership training						
		to be agreed	ICOD / L&D	High	In progress	Developing	Achieving	Advancing
		Ongoing delivery of staff survey (including pulse						
	l	surveys) and actions / communications from						
	Ensuring that all leaders	these	ICOD / L&D	High	In progress	Achieving	Achieving	Achieving
	working for us complete	On sain a suplustion and manifesting of						
	mandatory and regular	Ongoing evaluation and monitoring of	1000 /100	D. A. a. aliin yaa	Niet steute d	Davidania	A alata da a	A -li
	inclusive leadership	effectiveness, to link in with SLT pledges	ICOD / L&D	Medium	Not started	Developing	Achieving	Advancing
	training. This will be	Review of staff survey to be undertaken to	1005 /105				5	
	regularly reviewed	capture effectiveness	ICOD / L&D	Low	Not started		Developing	Achieving
	through relevant	Ensuring our SLT are attending Inclusivity						
١	metrics, including our	Programme modules, compliance to be	1005 /105					
1.4	staff survey	monitored through PDR	ICOD / L&D	Low	Not started			Developing
		Communication to be sent across the						
		organisation that inclusivity objectives are now						
		mandatory as part of PDR and promotion	Internal				_	
		processes	Comms	High	Completed	Achieving	Achieving	Achieving
		Compliance to be monitored / reported and						
	We will introduce	individuals held accountable (through PDRs,						
	inclusivity objectives	performance reviews, appraisals and reward	_					
	into professional	systems)	ICOD / HR	Medium	Not started		Developing	Achieving
	development reviews to	Consideration to be given as to how to reward /						
	drive individual	recognise efforts made by active SNA members						
1.5	accountability	and Executive Officers	ICOD	Medium	Not started		Developing	Achieving

	Leverage the value of our PSD to monitor complaints and feedback we receive on							
	our service and use our new investment in							
	technology to record	A paper to be produced, outlining existing						
	and address these in a	processes, highlighting gaps in delivery and						
	timely manner and with	making recommendations for future action /						
1.6	empathy	investment	PSD	Low	Not started		Developing	Achieving
1.0	empatry	mvestment	130	LOW	Not started		Developing	Activities
		A cultural audit process to be designed and						
		agreed; pilot to then be undertaken	ICOD	High	Completed	Achieving	Achieving	Advancing
		Reporting on the cultural audit to be shared						
		internally and externally to agree on a)						
	We will complete audits	effectiveness of pilot, and b) next steps	ICOD	High	In progress	Achieving	Achieving	Advancing
	every quarter and use	Review of reporting on culture to take place- do						
	the results of these to	we have sufficient mechanism for 'low level'						
	inform changes in	reports ie when people don't want to make						
	culture, the content of	formal complaints	PSD	Medium	Not started		Developing	Achieving
	our inclusivity	Process to be put in place for quarterly audits /						
	programme and	sense checking in relation to culture, including						
	professional standards	a mechanism to inform IP modules and						
1.7	work	organisational learning.	ICOD	Medium	In progress	Developing	Achieving	Achieving
	We will embed							
	recommendations from	Benchmarking exercise to be undertaken to	ICOD /					
	all national policing	ensure we have captured all relevant national	Strategy &					
	plans and working	policing plans	Planning	Low	Not started		Developing	Achieving
	together with PSD,							
	victim satisfaction and							
	use of force monitoring	Review of relevant national policing plans to	ICOD /					
	teams, ensure expected	extract relevant recommendations and ensure	Strategy &					
1.8	high standards are met	embedded within our own EDI frameworks	Planning	Low	Not started		Developing	Achieving

2) OUR POLICIES

No	Commitment Summary	Action required / Deliverable	Co-ordinator	Priority	Status	Year 1	Year 2	Year 3
	We will establish							
	partnership standards to		ICOD /					
	ensure we can receive	Benchmarking / external consultancy around	Strategy and					
	and review feedback	'partnership standards'	Planning	Low	Not started			Developing
	from the public and our	Decide on ownership of / process for any public						_
	partners and share this	feedback mechanism	ICOD	Low	Not started			Developing
	with internal	Communicate internally with requisite						
	stakeholders to create	governance in place for monitoring (i.e. via						
2.1	new ways of working	OLF)	ICOD	Low	Not started			Developing
	We will monitor the	Add this topic to the agenda of both IASG and						
	effectiveness and impact	YIAG for consultancy	ICOD	Low	Not started		Developing	Achieving
	of our IASG and YIAG,	Creation of plan to monitor influence and						
	through our internal and	impact, including how this will be reported						
2.2	public reporting metrics	both internally and externally	ICOD	Low	Not started			Developing
		Completion of review of Staff Networks and						
		Associations, taking forward recommendations						
		to board for decision	ICOD	High	In progress	Achieving	Achieving	Advancing
		Identify all relevant policies and their owners,						
		putting plan in place to review through EDI lens	ICOD /					
		(to include external scrutiny / National best	Strategy and					
		practice)	Planning	Medium	Not started		Developing	Achieving
	We will use our staff							
	networks and	Undertake review and ensure effective						
	associations as key	monitoring via EDI Strategic Board	ICOD	Medium	Not started		Developing	Achieving
	partners in delivering	Use of data on career progression, linked to pay						
	inclusive and relevant	gap analyses, and conduct an EIA on rank pay						
	policies and review these	criteria / policy to identify any potential						
	quarterly to ensure their	disadvantages for certain groups and develop						
2.3	effectiveness	positive actions to address these.	ICOD/HR	Low	Not started		Developing	Achieving

		Review of all policies relating to bullying, harassment and grievances (as identified per IE 'quick win' feedback), ensuring ALL staff have						
		adequate training	ICOD/HR/PSD	Low	Not started	Developing	Achieving	Achieving
		Review of Equal Opportunities Policy to include						
		what happens if breaches occur, the available						
		support and accountability measures in place						
		(as per IE feedback)	ICOD/HR/PSD	High	No started	Achieving	Achieving	Advancing
		Creation of talent strategy which will include						
		detail required at 2.4 (see also action at 1.2a)	ICOD	Low	Not started		Developing	Achieving
	We will track the	Review the content of the Upcoming Police						
	progression of talent	Leadership Programme / consider creating						
	through robust and	tailored input or separate inclusive leadership /						
	impartial development	talent management training programme to						
2.4	platforms and processes	complement it	ICOD	Low	Not started		Developing	Achieving

3) OUR PUBLIC

No.	Commitment Summary	Action required / Deliverable	Co-ordinator	Priority	Status	Year 1	Year 2	Year 3
	We will engage positively	Youth IASG to be led by ICOD as part of new						
	with young people	workstream, handover to take place and						
	throughout London (whilst	programme of activity planned	ICOD / LP	High	In Progress	Developing	Achieving	Achieving
	also offering our unique	Programme of engagement with young						
	skills and training to all	people to be led by LP	LP	Medium	In Progress	Developing	Achieving	Advancing
	police cadets across the	Programme of police cadet activity to be						
	UK), so that our young	promoted and monitored	LP	Medium	In progress	Developing	Achieving	Advancing
	people meet and take part	promotes and moment			6. 68. 666	2010.008	710678	710.70.110.11.8
2.1	in peer-to-peer teaching	Fuel vetice and inspect as account as and	ICOD / ID	Law	Nict stantad		Davelonina	A alai autina a
3.1	and learning	Evaluation and impact measurement	ICOD / LP	Low	Not started		Developing	Achieving
		Review of existing victim satisfaction survey /	Strategy &					
	We will implement regular victim satisfaction surveys to assess and measure the	metrics, including content and timeliness	Planning	Medium	Not started		Developing	Achieving
			6					
	effectiveness and	Adapt / external review to ensure EDI angle	Strategy &				5	
	professionalism of our services	fully captured within our surveys	Planning	Low	Not started		Developing	Achieving
		Report findings both internally (into EDI	Church a my O					
2.2		Strategic Board) and externally via	Strategy &	1	N1 = 4 = 4 = -4 = -1		Davida aire	A alatauda a
3.2		Corporation	Planning	Low	Not started		Developing	Achieving
		A review to take place of all National plans,						
	We will ensure the	including mapping of demand for delivery	ICOD / PSD	High	In progress	Achieving	Achieving	Advancing
	National plans that	Clear ownership and reporting mechanisms						
	promote trust and	agreed for above (including Casey and						
	confidence are embedded	Angiolini)	ICOD / PSD	High	In progress	Achieving	Achieving	Advancing
	in our policing activities	On a line was alteriary in the same of a						
	and provide metrics to	Ongoing monitoring via internal governance	ICOD	Modium	Not started	Dovolanina	A objection	A d. (0 == =: == ==
	measure their success	and external assessment	ICOD	Medium	Not started	Developing	Achieving	Advancing
2.2		Ensuring embedded throughout activity as	ICOD	Low	Not started	Dovolonin-	Ashiovins	A abiovin -
3.3		part of IE standard	ICOD	Low	Not started	Developing	Achieving	Achieving
		Review of existing engagement methods both	Internal					
3.4		internally and externally	Comms	Low	Not started	Developing	Achieving	Achieving

	We will engage in an accessible way with all of our communities	Recommendations to follow Independent scrutiny of engagement plan to	Internal Comms Internal	Low	Not started	Developing	Achieving	Achieving
		take place via IASG and EDI specialists	Comms	Low	Not started	Developing	Developing	Achieving
	We will ensure our							
	complaints processes are							
	robust and offer a prompt							
	way for us to efficiently							
	respond to the views and							
	needs of our people,	Review of existing complaints process to take						
3.5	public and partners.	place and recommendations to follow	PSD	Low	Not started		Developing	Achieving

4) OUR PARTNERS

No.	Commitment Summary	Action required / Deliverable	Co-ordinator	Priority	Status	Year 1	Year 2	Year 3
4.1	We will ensure we can measure the impact of our partnership work, review its progress, and build on outcomes	Review of existing partnerships to take place to establish 'as is' position (alongside basic review of procurement framework / ethical processes)	ICOD	High	Not started	Developing	Achieving	Achieving
		Review existing procurement framework to identify opportunities to improve/enhance transparent and ethical partnerships	ICOD	Medium	Not started	Developing	Developing	Achieving
	We will work in partnership with the Corporation Procurement	Detailed review of existing framework- both with Corporation and through identification of National best practice	Strategy & Planning	Medium	Not started		Developing	Achieving
	Department to proactively identify and introduce partners from a diverse	Work with stakeholders to identify best						
4.2	range of backgrounds in our supply chain	practice and build into plan to improve framework	Strategy & Planning	Low	Not started			Developing
	We will facilitate	Establish supplier baseline / current picture via review	CSD	Low	Not started		Developing	Achieving
4.3	opportunities to proactively bring diverse suppliers	Create plan to maximise opportunities for future ethical / diverse partnerships with our suppliers	CSD	Low	Not started			Developing
	We will build on these efforts and create additional plans in the	Links to wider delivery of Code of Ethics- both internally and promoting efforts v ethics						
4.4	areas where we still	committee.	ICOD	High	In progress	Developing	Achieving	Advancing

require growth and improvement.				
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