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.

3) Prioritisation and Delivery - Our People

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)

Our People
What we have delivered

Active bystander training (373 officers trained) *To continue into year 1*	Leading with Impact for female employees (22 attendees) *To continue into Year 1*	Positive Action Leadership Scheme (PALS) for black,asian and ethnic minority constables, sergeants, and police staff. (3 courses delivered, 24 atendees) *To continue into year 1,2,3*	Senior leaders pledges
DRIP passports (Delivering Racial equity In Practice) *To continue into year 1*	Personal Development Reviews with inclusivity objectives within *To continue into year 1,2,3*	Staff Survey *To continue into year 1,2,3*	Domestic Abuse Matters' training for all officers has already seen 800 officers successfully trained *To Continue into year 1*
Cultural audit (4 completed) *To continue into year 1*	Listening Circles	Leadership training	

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
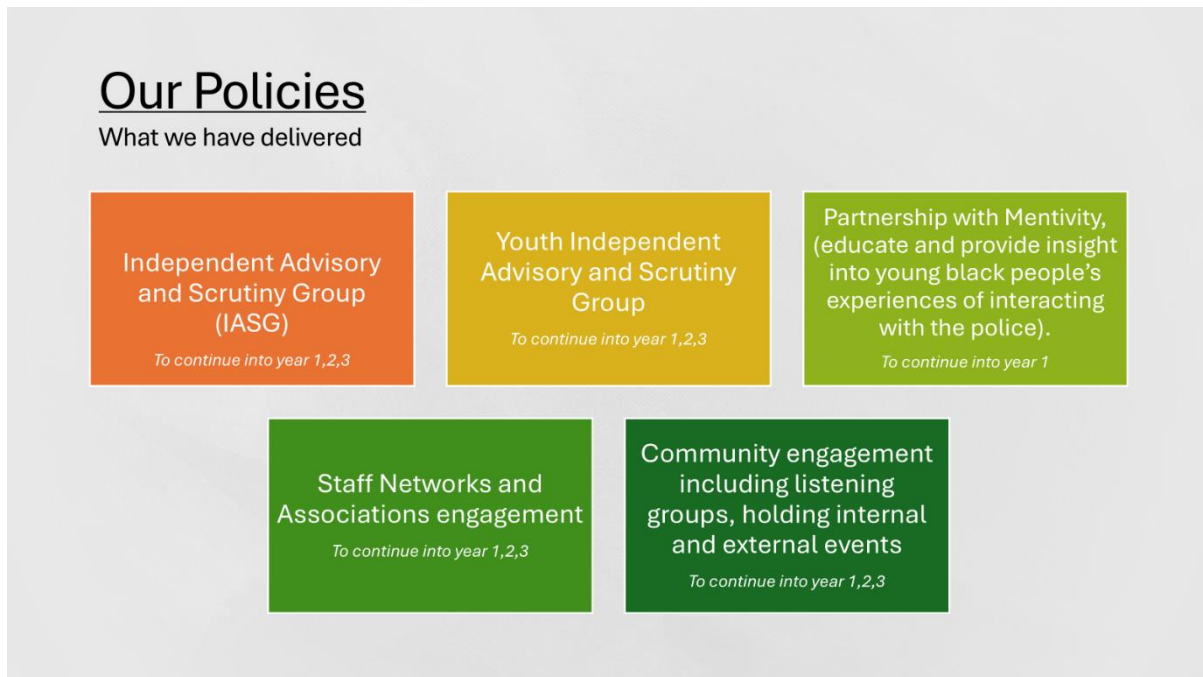- Year-on-year progress in percentages of our people declaring their differences
- Improved assessments results of our culture, both qualitatively and quantitatively

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)

Our Policies
What we have delivered

Independent Advisory and Scrutiny Group (IASG)
To continue into year 1,2,3

Youth Independent Advisory and Scrutiny Group
To continue into year 1,2,3

Partnership with Mentivity, (educate and provide insight into young black people's experiences of interacting with the police).
To continue into year 1

Staff Networks and Associations engagement
To continue into year 1,2,3

Community engagement including listening groups, holding internal and external events
To continue into year 1,2,3

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'

5a) 'Our Public' Year 1 Commitment

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

5b)

Our Public
What we have delivered

Victim satisfaction survey *To continue into Year 1,2,3*	Public confidence survey *To continue into Year 1,2,3*	Scrutinise stop and search and use of force *To continue into Year 1,2,3*	Our Inclusivity Programme *To continue into Year 1,2,3*
Custody ADHD screening *To continue into Year 1*	Princes Trust partnership *To continue into Year 1,2,3*	British Sign Language video app delivery along with training 17 staff and officers. *To continue into Year 1*	Police cadets programme *To continue into Year 1,2,3*
	Delivery of national plans, including, National Police Race Action Plan, VAWG action plan, Business Disability Forum plan. *To continue into Year 1,2,3*	The Police Authority's Independent Custody Visitor Scheme *To continue into Year 1,2,3*	

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

6) Prioritisation and Delivery- 'Our Partners'

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)

Our Partners
What we have delivered

Mentivity *To be continued in Year 1*	Inclusive Employers *To be continued in Year 1,2,3*	Operation Reframe, includes licensed premises, The Corporation, Safer Business Network, The Samaritans and the SIA (security staff) *To be continued in Year 1,2,3*	Ethical Dilemma Training *To be continued in Year 1,2,3*
Walk and Talk and Ride Along Scheme *To be continued in Year 1,2,3*	The 'Be Lads' safety campaign *To be continued in Year 1*	'Focus On' sessions – external speakers from a range of diverse cultures, understanding lived experiences *To be continued in Year 1,2,3*	Network of Women have introduced young women to careers within the service *To be continued in Year 1*

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

1) OUR PEOPLE

No	Commitment Summary	Action required / Deliverable	Co-ordinator	Priority	Status	Year 1	Year 2	Year 3
1.1	Introduction of pledges from senior leaders that they are accountable for delivering	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
		The role of 'Champions' for Staff Networks to be formalised with clear roles and objectives. This will make it easier to define accountability lines and monitor / evaluate impact	ICOD	Low	Not started		Developing	Achieving
1.2a & 1.2b	Increase the diversity of underrepresented talent from all backgrounds within student officers intakes and at all levels of our service.	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
		Delivery and Evaluation of Positive Action Learning Scheme	ICOD	High	In progress	Developing	Achieving	Achieving
		Delivery of Sponsorship Scheme for those from minority backgrounds	ICOD	High	In progress	Developing	Achieving	Achieving
		Ensuring that existing programmes to support future leadership are available to all diverse groups within CoLP	ICOD	Low	Not started		Developing	Achieving

Ref	Objective	Action	Owner	Priority	Status			
		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 alphabetically to avoid implied hierarchy)	DCS NLF / HR / ICOD	High	In progress		Developing	Achieving	Achieving
		Ongoing monitoring of recruitment, promotion 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 underrepresented groups	All-tbd	Low	Not started		Developing	Achieving
1.3	Consistent delivery of regular mandatory education on a variety of subjects pertinent to the cultures and lived experiences of our	Creation of Inclusivity Programme as mandatory for all CoLP Officers and Staff	ICOD	High	Completed	Achieving	Achieving	Advancing
		Creation of calendar, in consultation with networks, to inform activity	ICOD	High	In progress	Achieving	Achieving	Advancing
		Ongoing delivery of content and consistent evaluation	ICOD	High	In progress	Developing	Achieving	Achieving

	Objective	Action	Owner	Priority	Status			
	people, partners and public	Sophisticated evaluation plan in place to ensure '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
1.4	Ensuring that all leaders working for us complete mandatory and regular inclusive leadership training. This will be regularly reviewed through relevant metrics, including our staff survey	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 surveys) and actions / communications from these	ICOD / L&D	High	In progress	Achieving	Achieving	Achieving
		Ongoing evaluation and monitoring of effectiveness, to link in with SLT pledges	ICOD / L&D	Medium	Not started	Developing	Achieving	Advancing
		Review of staff survey to be undertaken to capture effectiveness	ICOD / L&D	Low	Not started		Developing	Achieving
		Ensuring our SLT are attending Inclusivity Programme modules, compliance to be monitored through PDR	ICOD / L&D	Low	Not started			Developing
1.5	We will introduce inclusivity objectives into professional development reviews to drive individual accountability	Communication to be sent across the organisation that inclusivity objectives are now mandatory as part of PDR and promotion processes	Internal Comms	High	Completed	Achieving	Achieving	Achieving
		Compliance to be monitored / reported and individuals held accountable (through PDRs, performance reviews, appraisals and reward systems)	ICOD / HR	Medium	Not started		Developing	Achieving
		Consideration to be given as to how to reward / recognise efforts made by active SNA members and Executive Officers	ICOD	Medium	Not started		Developing	Achieving

1.6	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 and address these in a timely manner and with empathy	A paper to be produced, outlining existing processes, highlighting gaps in delivery and making recommendations for future action / investment	PSD	Low	Not started		Developing	Achieving
	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	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) effectiveness of pilot, and b) next steps	ICOD	High	In progress	Achieving	Achieving	Advancing
		Review of reporting on culture to take place- do we have sufficient mechanism for 'low level' reports ie when people don't want to make formal complaints	PSD	Medium	Not started		Developing	Achieving
1.7		Process to be put in place for quarterly audits / sense checking in relation to culture, including a mechanism to inform IP modules and organisational learning.	ICOD	Medium	In progress	Developing	Achieving	Achieving
	We will embed recommendations from all national policing plans and working together with PSD, victim satisfaction and use of force monitoring teams, ensure expected high standards are met	Benchmarking exercise to be undertaken to ensure we have captured all relevant national policing plans	ICOD / Strategy & Planning	Low	Not started		Developing	Achieving
1.8		Review of relevant national policing plans to extract relevant recommendations and ensure embedded within our own EDI frameworks	ICOD / Strategy & 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
2.1	We will establish partnership standards to ensure we can receive and review feedback from the public and our partners and share this with internal stakeholders to create new ways of working	Benchmarking / external consultancy around 'partnership standards'	ICOD / Strategy and Planning	Low	Not started			Developing
		Decide on ownership of / process for any public feedback mechanism	ICOD	Low	Not started			Developing
		Communicate internally with requisite governance in place for monitoring (i.e. via OLF)	ICOD	Low	Not started			Developing
2.2	We will monitor the effectiveness and impact of our IASG and YIAG, through our internal and public reporting metrics	Add this topic to the agenda of both IASG and YIAG for consultancy	ICOD	Low	Not started		Developing	Achieving
		Creation of plan to monitor influence and impact, including how this will be reported both internally and externally	ICOD	Low	Not started			Developing
2.3	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	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 (to include external scrutiny / National best practice)	ICOD / Strategy and Planning	Medium	Not started		Developing	Achieving
		Undertake review and ensure effective monitoring via EDI Strategic Board	ICOD	Medium	Not started		Developing	Achieving
		Use of data on career progression, linked to pay gap analyses, and conduct an EIA on rank pay criteria / policy to identify any potential disadvantages for certain groups and develop 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
2.4	We will track the progression of talent through robust and impartial development platforms and processes	Review the content of the Upcoming Police Leadership Programme / consider creating tailored input or separate inclusive leadership / talent management training programme to 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 with young people throughout London (whilst also offering our unique skills and training to all police cadets across the UK), so that our young people meet and take part in peer-to-peer teaching and learning	Youth IASG to be led by ICOD as part of new workstream, handover to take place and programme of activity planned	ICOD / LP	High	In Progress	Developing	Achieving	Achieving
		Programme of engagement with young people to be led by LP	LP	Medium	In Progress	Developing	Achieving	Advancing
		Programme of police cadet activity to be promoted and monitored	LP	Medium	In progress	Developing	Achieving	Advancing
3.1		Evaluation and impact measurement	ICOD / LP	Low	Not started		Developing	Achieving
	We will implement regular victim satisfaction surveys to assess and measure the effectiveness and professionalism of our services	Review of existing victim satisfaction survey / metrics, including content and timeliness	Strategy & Planning	Medium	Not started		Developing	Achieving
		Adapt / external review to ensure EDI angle fully captured within our surveys	Strategy & Planning	Low	Not started		Developing	Achieving
3.2		Report findings both internally (into EDI Strategic Board) and externally via Corporation	Strategy & Planning	Low	Not started		Developing	Achieving
	We will ensure the National plans that promote trust and confidence are embedded in our policing activities and provide metrics to measure their success	A review to take place of all National plans, including mapping of demand for delivery	ICOD / PSD	High	In progress	Achieving	Achieving	Advancing
		Clear ownership and reporting mechanisms agreed for above (including Casey and Angiolini)	ICOD / PSD	High	In progress	Achieving	Achieving	Advancing
		Ongoing monitoring via internal governance and external assessment	ICOD	Medium	Not started	Developing	Achieving	Advancing
3.3		Ensuring embedded throughout activity as part of IE standard	ICOD	Low	Not started	Developing	Achieving	Achieving
3.4		Review of existing engagement methods both internally and externally	Internal Comms	Low	Not started	Developing	Achieving	Achieving

	We will engage in an accessible way with all of our communities	Recommendations to follow	Internal Comms	Low	Not started	Developing	Achieving	Achieving
		Independent scrutiny of engagement plan to take place via IASG and EDI specialists	Internal Comms	Low	Not started	Developing	Developing	Achieving
3.5	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, public and partners.	Review of existing complaints process to take 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
4.2	We will work in partnership with the Corporation Procurement Department to proactively identify and introduce partners from a diverse range of backgrounds in our supply chain	Detailed review of existing framework- both with Corporation and through identification of National best practice	Strategy & Planning	Medium	Not started		Developing	Achieving
		Work with stakeholders to identify best practice and build into plan to improve framework	Strategy & Planning	Low	Not started			Developing
4.3	We will facilitate opportunities to proactively bring diverse suppliers	Establish supplier baseline / current picture via review	CSD	Low	Not started		Developing	Achieving
		Create plan to maximise opportunities for future ethical / diverse partnerships with our suppliers	CSD	Low	Not started			Developing
4.4	We will build on these efforts and create additional plans in the areas where we still	Links to wider delivery of Code of Ethics- both internally and promoting efforts v ethics committee.	ICOD	High	In progress	Developing	Achieving	Advancing

	require growth and improvement.						