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## Tools, Practices & Systems Leadership Team – Terms of Reference

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### Terms of reference: Tools, Practices & Systems Leadership Team

#### Background

The vision of the Tools, Practices, & Systems (TPS) programme is to act as a catalyst for the development & maintenance of open science infrastructure and best practice across multiple domains in academia, industry and government, resulting in a wholesale cultural shift in the way science, particularly data science, is done.

#### Role

The role of the Leadership Team for the Tools, Practices & Systems programme based at the Alan Turing Institute, is to provide accountability, enable scalability, and enhance connectivity of the programme, both internally to the Turing Institute and externally with the broader AI and open research ecosystems. The Leadership Team will agree overarching strategy for the programme, support those responsible for programme delivery, and monitor and review programme performance.

#### Purpose

This is an opportunity to expand the TPS leadership and governance team in support of the programme lead (Dr Kirstie Whitaker) to shape and enact a transformative vision for the programme and ensure its long-term, global impact on science as a whole.

The purpose of expanding the leadership team for TPS

- **Accountability:** Transparency is a core value both for the Turing and TPS. An expanded leadership team will help decision making to be more accountable. It will also be important to bring in multiple perspectives across domain and discipline expertise to offer diverse viewpoints on open science and infrastructure
- **Scalability:** An expanded leadership team will extend the capabilities of the programme to reach into open infrastructure communities and maximise the impact of programme investment and collaborations.
- **Connectivity:** The interconnectedness of the leadership team will improve efficiency of the programme, ensuring it is not trying to “reinvent the wheel” across different projects and communities.

#### Objectives

- Develop a strategy for Tools, Practices & Systems to guide the next iteration of the

programme.

- Contribute to the implementation of the programme strategy via funding proposals and ownership of specific initiatives within the programme.
- Actively promote internal engagement with Tools, Practices & Systems initiatives among researchers and staff aligned to the Alan Turing Institute.
- Identify and connect the Tools, Practices and Systems programme to external communities to enhance and apply the work of the programme.
- Represent the programme at industry, academic and practitioner events and high level meetings.

## **Membership**

### **Ex Officio Members**

The Leadership Team for Tools, Practices & Systems will have three “ex-officio” members (who are part of the leadership team due to their roles at the Alan Turing Institute):

- Programme Lead / Director: Dr Kirstie Whitaker
- Programme Management representative (either the programme manager or dedicated research project manager)
- Partnerships team representative

Other “ex officio” members may be added to the team as the programme evolves.

### **Other members**

Other members of the Leadership Team will be appointed via an open call for applications reviewed against a pre-agreed rubric by a panel that includes the ex officio members of the Leadership Team.

Terms will be for 12 months in the first instance and subject to review thereafter.

Other members of the Leadership Team will be appointed on a voluntary basis for the foreseeable future. While we ask that Leadership Team members commit in good faith to an initial term of 12 months, members will be able to step down from the team ahead of time if circumstances require.

TPS is committed to supporting the accessibility of these positions for all interested applicants.

## **Meeting Quoracy**

A quorate meeting will comprise five attendees.

## **Operations / Ways of working**

Approval will be gained using a consensus decision model, where members of the Leadership Team will aim to come to agreement on strategy, partnerships approaches, or other decisions as required. Ultimately the TPS Programme Lead will take the final decision, breaking ties where necessary. All decisions must follow Turing policies and governance.

Infrastructure will be put in place to support asynchronous discussion. All members will be required to participate in discussions where at all possible.

During the initial 12 months, the Leadership Team will usually be expected to meet once a month. Meetings will take place online, via Zoom.

At 12 months, an annual report and a review of the Leadership Team process will be completed.

A summary of Leadership Team discussions will be posted on the Tools, Practices & Systems GitHub (open to all members of the Alan Turing Institute GitHub team which includes external contributors), with sensitive or confidential information removed.

The Leadership Team will practise and promote the values of the Alan Turing Institute. TPS expects that its Leadership Team will voluntarily uphold the Alan Turing Institute's "Rules of the Game" values of Trust, Respect, Transparency, Inclusivity, Leadership, and Integrity.

It is expected that the Leadership Team will follow all relevant policies and procedures of the Alan Turing Institute including, financial regulations and delegated authority policies.

The Tools, Practices & Systems programme will reimburse expenses to support members participation in the Leadership Team. This reimbursement may include travel and subsistence costs in line with Turing expenses policies, or accessibility costs to support attendance at online meetings such as childcare or equipment needs. Reimbursement will be retrospective and based on actual expenditure, rather than a stipend. TPS will establish and communicate any upper limits on reimbursement when appointments are made.