This action plan sets out how we will ensure progress against our institution-wide objectives as set out in the EDI strategy (2021-2024). These seven objectives relate to four distinct areas: **leadership as a national body**, **research**, **employment** and **other EDI commitment­s**.

Summary page

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| **No.** | **Objective** | **Area** | **RAG status** |
| 1 | Provide visible leadership on diversity, promoting the benefits of inclusive practices at a national level | Leadership |  |
| 2 | Embrace an inclusive approach to research and innovation, recognising the intrinsic value in diversity of thought | Research  |  |
| 3 | Embed a workplace culture, policies and practices that empower all members of the Institute’s community to achieve their full potential | Employment and Engagement |  |
| 4 | Provide communications and engagement activities that promote the Institute externally and internally as inclusive and welcoming to all | Central functions |  |
| 5 | Adopt an inclusive approach to facilities management and our digital space, taking all reasonable steps to improve accessibility for staff, students and visitors  | Central functions  |  |
| 6 | Promote equality, diversity and inclusion through a socially responsible approach to procurement | Central functions |  |
| 7 | Ensure systematic consideration of EDI in our planning and compliance with legislative requirements  | Central functions  |  |

 **RAG Definition
Green**: On course to meet stated target (no action needed); **Amber**: The target may not be met, mitigating actions are required to ensure delivery within reasonable timescales (monitoring required); **Red**: The target will not be met, and corrective action is required by the project board (TMT). Target dates that have been changed since the last version of this action plan are highlighted in **bold**.

Detailed action plan

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| **Leadership** |
| **Objective** | **Actions**  | **Resource**  | **SRO** | **Measurable outcome**  | **Target** | **Progress/comment** | Former RAG | Current RAG |
| **1.** Provide visible leadership on diversity, promoting the benefits of inclusive practices at a national level | 1.1 Publish and embed an EDI strategy with targets for action  | EDI Strategic Lead  | Director of People  | Adopt and publish new EDI strategy with accompanying action plan (2021-2024) | **Sep 2021** | Target date changed to allow EDI Strategic Lead to start role |  | **Green** |
| 1.2 Embed and support new EDI governance framework | EDI Strategic Lead / TMT | COO  | New EDI framework in place and functioning in accordance with agreed Terms of ReferencesBoard sub-committee with EDI remit established (REPCo) | **Sep 2021**Sep 2021 | Target date changed to allow EDI Strategic Lead to start role  |  | **Green** |
| 1.3 Report annually on progress against the strategic objectives  | Time on Board agendaEDI Strategic Lead | COO | Annual report presented to Board of TrusteesReport to include analysis of monitoring data, initiatives undertaken and assessment of their impact/success | **Annually in March** |  |  | **Green** |
| 1.4 Board of Trustees to adopt measures to enhance the diversity of its membership | People team | General Counsel | Measures adopted into Trustee recruitment procedures and other formal committeesIncreased diversity of Trustee shortlistIncreased diversity of Trustees | Jun 2021 Review: Jun 2022 (latest) | Measures adopted in last round included change in advertising. To be reviewed before next recruitment |  | **Green** |
| 1.5 Nomination of a Board lead on diversity, and training for Board members on diversity and inclusion  | Time commitment from nominated TrusteeAgenda time for training | General Counsel  | Nomination of a Board lead on EDITraining for Board members completed | Mar 2021**Nov 2021** | Board lead: Hitesh Thakrar (Chair of REPCo)Target date changed to align with broader EDI training plan |  | **Green** |
| 1.6 Positive and visible leadership on EDI from Board of Trustees, TMT & Programme Directors | Time commitment from Trustees and TMTComms team | CEO | Evidence of internal and external messages on an annual basis and impact assessed through staff surveyTuring Leadership and TMT participation in internal EDI training sessions | Review annually by June each academic year  | Some evidence of internal and external messagesSome attendance to date. No clear EDI training plan currently in place |  | **Green** |
| 1.7 Adopt measures to increase the diversity of the research leadership | People team | Director of People | Increased diversity among Research Leadership  | Jun 2023 |  |  | **Green** |
| 1.8 Active discussion and leadership on EDI themes in research community and with wider public | Staff capacityEvents team and Comms team  | EDI in Research LeadDirector of Comms and Engagement  | EDI in Research Taskforce drawn from external organisations to identify activities and create a pathway to improve EDI across the ecosystem Scoping of engagement with Turing Fellows and university partnersConducting public engagement activities focused on EDI in AI/data science | Oct 2022 | Initial discussions underway led by EDI Advisory Group Research Co-Chair |  | **Green** |
| 1.9 Submission for appropriate external accreditation to assist with improving performance | Resource required for submissionEDI team | Director of People  | Accreditation submitted and awarded | **Process started by Jun 2022****First submission by Jun 2023** | Consultation with community on which accreditation to pursue |  | **Amber** |
| 1.10 Appoint to new EDI Strategic Lead role  | Resources for recruitment to new role | Director of People  | New EDI Strategic Lead in post | Apr 2021 |  |  | **Green** |
|  | 1.11 Ensure activities and programmes have national reach  | Staff capacity, partnerships | Director of Academic Engagement,Director of Programme Management, Programme Directors | Events, programmes and activities offered nationally | Jun 2023 | Pending ongoing impact of COVID-19 pandemic |  | **Green** |

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| **Research** |
| **Objective** | **Action**  | **Resource**  | **SRO** | **Measurable outcome** | **Target** | **Progress/comment** | **Former RAG**  | **RAG** |
| **2.** Embrace an inclusive approach to research and innovation, recognising the intrinsic value in diversity of thought | 2.1 Creation of an EDI in research programme and support of research projects with an EDI focus | FundingStaff capacity | EDI in Research Lead  | Research outputs including creation of new research projects / awarding of seed funding, recommendations for internal practice, discussion groups and analysis of internal monitoring dataResearch collaborations formed and networks createdTraining opportunities within programme | **Oct 2022** |  |  | **Green** |
| 2.2 Promote development and adoption of latest EDI best practice research into Turing practices | Staff capacity | EDI in Research LeadProgramme Directors | Creation of an Inclusive Research Hub to identify issues and share practices and progress (potential for additional related groups)Participation in EDI training and best practice forums | **Oct 2022** |  |  | **Green** |
| 2.3 Ensure consistent collection and analysis of monitoring data of research roles (non-employees) and engagement activities  | Staff capacityEDI teamBudget for consultation with REG Flexigrant resource | Director of Academic Engagement,Director of Comms and Engagement,Director of Programme Management  | Audit of current practice completedPolicy and guidelines developed to ensure safe and compliant collection, storage and usage of monitoring dataEfficient tools and methods of analysis developed (possibility for collaboration with REG)Training for Turing community on collection and use of monitoring dataReview of monitoring data as part of EDI annual report | Jun 2022 | Work needed on Flexigrant system |  | **Amber** |
| 2.4Identify areas of under-representation in Turing research community and develop interventions/practices to improve diversity | Staff capacityBudget for outreach activity | Director of People,Director of Academic Engagement, Director of Comms and Engagement | Benchmarking exercise using available monitoring information to establish meaningful targets for: student/postgraduate programmes, ECR Fellowships and programmes, funding calls, Fellowship programmes, eventsDevelopment and implementation of interventions to improve diversityReview of progress towards targets and efficacy of interventions. Annual report to Turing Management Team, EDI Advisory Group | Aug 2022Oct 2022Mar 2023 | Research community profile included in broader annual E&D report submitted to TMT & Board of Trustees |  | **Green** |
| 2.5 Consider Fellowships and other schemes aimed at underrepresented groups | Staff capacityAcademic Recruitment teamAcademic Engagement DirectorateBudget to fund Fellowships | Director of Academic Engagement | Scoping of suitable Fellowships based on benchmarking exercises and monitoring data collectedDaphne Jackson Fellowships advertised and Fellows recruited (2020 (in progress), 2021 (advertising September 2021), 2022 (tbc)) | **Sep 2022** **Sep 2021** | One Daphne Jackson Fellow identifiedBudget committed for three Daphne Jackson Fellowships |  | **Green** |
| 2.6 Ensure consistent best practice in running funding and selection exercises | Staff capacityInternal expertise | Director of People,Director of Programme Management,Director of Academic Engagement  | Best practice advice and guidance and training producedReview of funding/selection exercises and impact of interventions | Oct 2022Jun 2023 | Current lack of resource |  | **Amber** |
| 2.7 Conduct yearly reviews to ensure that student and early career researcher accessibility and wellbeing needs are addressed | Staff capacityAcademic Services team | Director of People (Head of Culture and Engagement) | Regular student rep meetings to gather feedback from cohorts. Turing Research Fellow meetingsRegularly review process (in person or via survey) to gather feedback from studentsYearly review of student support | Dec 2021 | Student reviews currently happen as needed and are shared with Training Steering Group |  | **Green** |
| 2.8 Outreach activities to promote inclusion in data science and AI | Staff capacityPublic engagement working group  | Director of Comms and Engagement Director of Academic Engagement  | Scoping of suitable outreach activities, taking into account existing work in this field and potential partnershipsProposal for suitable outreach activities, both to engage the public and also to develop a pipeline of diverse talent into data science and AI research | Jun 2022Sep 2022 | Currently unclear if there is resource to deliver  |  | **Amber** |

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| **Employment** |
| **Objective** | **Action**  | **Resource**  | **SRO** | **Measurable outcome** | **Target** | **Progress/comment** | **RAG**  | **RAG** |
| **3.** Embed a workplace culture, policies and practices that empower all members of the Institute’s community to achieve their full potential | 3.1 Collection and comparative analysis of recruitment and staff data  | People team capacity | Director of People  | 80% of staff providing an answer to all protected characteristics questions (including ‘prefer not to say’)Internal campaign to improve staff disclosure rates to include reassurance on confidentiality and clarification on what the data will be used forEfficient methods to analyse collected data and yearly inclusion in EDI report | Aug 2021**Sep 2021****Mar 2022** |  |  | **Green** |
| 3.2 Annual workforce report to identify areas for action | People team/EDI Strategic Lead capacity | Director of People  | Annual report to Turing Management Team, EDI Advisory Group | Annually each Jan (starting Oct 2022)  | Workforce profile included in broader annual E&D report submitted to TMT and Board of Trustees |  | **Green** |
| 3.3 Review recruitment procedures to identify any gaps in best practice or anomalies, and agree actions | People team capacity | Director of People  | Revised recruitment policy adopted to include guidance on ‘blind’ shortlistingCurrent practice reviewed to ensure guidelines are followedDevelopment of guidelines and policies on the use of the Disability Confident scheme and positive action in recruitmentReview completed of implementation of HERA banding system | **Mar 2022** | Revised recruitment policy updated October 2020HERA banding system implemented April 2021 |  | **Green** |
| 3.4 Adopt a competency framework to ensure a clear progression path for all roles  | Staff capacityTalent Acquisition team | Director of People | Identification of priority areas within Institute for introductionFeedback via annual survey Review of progression against protected characteristics | Jun 2022 | Resource required – external consultant  |  | **Amber** |
| 3.5 Review of employment practices  | People team capacity | Director of People  | Completed reviews with actions identified:* reasonable adjustments policy
* EDI policy
* equal pay
* appraisal process and PRP

Review and analysis of exit surveys by characteristicsRoute to report inappropriate behaviour (Report and Support) | **Jul 2021****Nov 2022****Mar 2022****May 2022Feb 2022**Jun 2021 | Equal pay review will be completed yearly |  | **Green** |
| 3.6 Support and engage with network groups to promote an inclusive culture | People team capacity | Director of PeopleEDI Strategic Lead | Well-attended meetings of staff network groups with positive recommendations for action made to the EDI Advisory Group Recognition for network chairs in annual appraisal, payment of honorarium, appropriate reduction in workload Training and guidance for managers of network group chairs provided by People team | Sep 2021 | To include action to improve male participation in staff network groupsTo include recognition of contributions to network groups through honoraria |  | **Green** |
| 3.7 A review of EDI training | People team capacity EDI Strategic Lead | Director of People  | Review of EDI options with new materials on offer, informed by best practice and benchmarking and integrated into Learning and Development programmeClarity on mandatory training, monitoring, and action taken where training not completed | Jan 2022  |  |  | **Green** |
| 3.8 Promote equal access to training and staff development | People team capacityEDI Strategic Lead | Director of People  | Analysis of data to identify actions to address any underrepresentation and uptake opportunities for staff developmentAdoption of consistent and inclusive approach to coaching and mentoring with monitoring of uptake to ensure an equitable approach | **Jul 2022** | Date pushed back to allow new Professional Development team to establish data collection |  | **Green** |
| 3.9 Embed consideration of EDI in all training | People team capacityEDI Strategic Lead  | Director of People  | Review of all training materials to be completedProduce guidelines to support the creation of inclusive training | Mar 2022  |  |  | **Green** |
|  | 3.10 Use our position as an employer to support local communities | People team | Director of People | Set up and support work experience studentsWork with local partners to offer supported employment optionsPolicy on staff volunteering and evidence of days taken | Sep 2022 |  |  | **Green** |

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| **Other EDI commitments** |
| **Objective** | **Action**  | **Resources**  | **SRO** | **Measurable outcome** | **Target** | **Progress/comment** | **RAG**  | **RAG** |
| **4.** Provide communications and engagement activities that promote the Institute externally and internally as inclusive and welcoming to all | 4.1 Ensure our comms, events and engagement activities are accessible and inclusive | Comms and Engagement Directorate | Director of Comms and Engagement  | Review main website to ensure we are compliant with accessibility regulations and current best practiceInclude EDI considerations in new Turing visual identity guidelines (e.g. minimum font size, choice of imagery)Develop and adopt guidelines on inclusive language/terminologyInclude statement for alternative formats in publications | Dec 2021 | Website accessibility report completed  |  | Green |
| 4.2 Ensure our events and conferences reflect our EDI values | Events team capacity | Director of Comms and Engagement | Develop and adopt an inclusive conference and events policy to ensure that our events are accessible and inclusive, including developing a bursary policy for eventsDiversity of speakers and audience members at events | Dec 2021 |  |  | Green |
| 4.3 Adopt a set of guidelines and practices on responding to events, causes and issues related to equality, diversity or inclusion | Comms and Engagement Directorate | Director of Comms and Engagement | Development of an internal calendar of celebration and recognition eventsSet of internal guidelines created for responding to external eventsRegular, appropriate consultation with network groups and community  | Jan 2022 |  |  | Green |
| **5.** Adopt an inclusive approach to facilities management and our digital space, taking all reasonable steps to improve accessibility for staff, students and visitors to our offices | 5.1 Ensure that ‘Accessibility for all’ is embedded in the Estates and Digital strategy  | Facilities Management team capacityIT team capacity | Director of People Director of IT | Updated facilities management policy, taking into consideration key accessibility and inclusion considerationsInclude accessibility considerations in the Estate and Digital strategy Creation of accessibility guide for Turing offices  | **Jan 2022** |  |  | **Green** |
| 5.2 Access audits and actions arising as ‘business as usual’ in estates management processes | Facilities Management team capacityIT team capacityAccess audit budget | Director of People Director of IT | Evidence of completed access audits Completed PEEPs for all staff who need themAccessibility considerations included as part of software review process  | **Sep 2021** |  |  | **Green** |
| **6.** Promote equality, diversity and inclusion through a socially responsible approach to procurement | 6.1 Adopt a responsible procurement policy with EDI requirements | Staff capacity  | Financial Controller | Adoption of EDI requirements in PQQ processInclusion of EDI considerations set out in procurement policy | **Dec 2022** |  |  | **Green** |
| **7.** Ensure systematic consideration of EDI in our planning and compliance with legislative requirements  | 7.1 Equality impact assessment (EIA) embedded in all policy and practice review and restructures | EDI Strategic LeadPeople team capacity | Director of Programme ManagementDirector of Academic Engagement (TMT) | EIA policy and process launchedEIA training for required teamsCompleted EIAs with identified actions agreed and publishedReview of process and training | **Jan 2022** | Library of completed EIAs to be made available to community  |  | **Green** |
| 7.2 Externally publish EDI strategy and annual EDI report on website and intranet | People team EDI Strategic LeadComms team | Director of People  | EDI annual report containing monitoring data and objectives published on website | Annually each March |  |  | **Green** |