

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

No.	Objective	Area	RAG status
1	Provide visible leadership on diversity, promoting the benefits of inclusive practices at a national level	Leadership	Green
2	Embrace an inclusive approach to research and innovation, recognising the intrinsic value in diversity of thought	Research	Green
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	Green
4	Provide communications and engagement activities that promote the Institute externally and internally as inclusive and welcoming	Central functions	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	Central functions	Green
6	Promote equality, diversity and inclusion through a socially responsible approach to procurement	Central functions	Green
7	Ensure systematic consideration of EDI in our planning and compliance with legislative requirements	Central functions	Green

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

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 References Board 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 agenda EDI Strategic Lead	COO	Annual report presented to Board of Trustees Report 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 committees Increased diversity of Trustee shortlist Increased 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 Trustee Agenda time for training	General Counsel	Nomination of a Board lead on EDI Training 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 and Programme Directors	Time commitment from Trustees and TMT Comms team	CEO	Evidence of internal and external messages on an annual basis and impact assessed through staff survey Turing Leadership and TMT participation in internal EDI training sessions	Review annually by June each academic year	Some evidence of internal and external messages Some 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 capacity Events team and Comms team	EDI in Research Lead Director 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 partners Conducting 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 submission EDI 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

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	Funding Staff 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 data Research collaborations formed and networks created Training 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 Lead Programme 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 capacity EDI team Budget for consultation with REG Flexigrant resource	Director of Academic Engagement, Director of Comms and Engagement, Director of Programme Management	Audit of current practice completed Policy and guidelines developed to ensure safe and compliant collection, storage and usage of monitoring data Efficient tools and methods of analysis developed (possibility for collaboration with REG) Training for Turing community on collection and use of monitoring data Review of monitoring data as part of EDI annual report	Jun 2022	Work needed on Flexigrant system		Amber
	2.4 Identify areas of underrepresentation in Turing research community and develop interventions/ practices to improve diversity	Staff capacity Budget 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, events Development and implementation of interventions to improve diversity	Aug 2022 Oct 2022	Research community profile included in broader annual E&D report submitted to TMT and Board of Trustees		Green
	2.5 Consider Fellowships and other schemes aimed at underrepresented groups	Staff capacity Academic Recruitment team Academic Engagement Directorate Budget to fund Fellowships	Director of Academic Engagement	Scoping of suitable Fellowships based on benchmarking exercises and monitoring data collected Daphne Jackson Fellowships advertised and Fellows recruited (2020 (in progress), 2021 (advertising September 2021), 2022 (tbc))	Sep 2022 Sep 2021	One Daphne Jackson Fellow identified Budget committed for three Daphne Jackson Fellowships		Green
	2.6 Ensure consistent best practice in running funding and selection exercises	Staff capacity Internal expertise	Director of People, Director of Programme Management, Director of Academic Engagement	Best practice advice and guidance and training produced Review of funding/selection exercises and impact of interventions	Oct 2022 Jun 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 capacity Academic Services team	Director of People (Head of Culture and Engagement)	Regular student rep meetings to gather feedback from cohorts. Turing Research Fellow meetings Regularly review process (in person or via survey) to gather feedback from students Yearly 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 capacity Public 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 partnerships Proposal 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 2022 Sep 2022	Currently unclear if there is resource to deliver		Amber

Employment								
Objective	Action	Resource	SRO	Measurable outcome	Target	Progress/ comment	Former 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 for Efficient 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 EDI 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' shortlisting Current practice reviewed to ensure guidelines are followed Development of guidelines and policies on the use of the Disability Confident scheme and positive action in recruitment Review completed of implementation of HERA banding system	Mar 2022	Revised recruitment policy updated October 2020 HERA banding system implemented April 2021		Green
	3.4 Adopt a competency framework to ensure a clear progression path for all roles	Staff capacity Talent Acquisition team	Director of People	Identification of priority areas within Institute for introduction Feedback 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 characteristics	Jul 2021 Nov 2022 Mar 2022 May 2022 Feb 2022	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 People EDI 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 groups To 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 programme Clarity 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 capacity EDI Strategic Lead	Director of People	Analysis of data to identify actions to address any underrepresentation and uptake opportunities for staff development Adoption 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 capacity EDI Strategic Lead	Director of People	Review of all training materials to be completed Produce 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 students Work with local partners to offer supported employment options Policy on staff volunteering and evidence of days taken	Sep 2022			Green

Other EDI commitments								
Objective	Action	Resources	SRO	Measurable outcome	Target	Progress/ comment	Former 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 practice Include EDI considerations in new Turing visual identity guidelines (e.g. minimum font size, choice of imagery) Develop and adopt guidelines on inclusive language/terminology Include 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 events Diversity 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 events Set of internal guidelines created for responding to external events Regular, 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 capacity IT team capacity	Director of People Director of IT	Updated facilities management policy, taking into consideration key accessibility and inclusion considerations Include 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 capacity IT team capacity Access audit budget	Director of People Director of IT	Evidence of completed access audits Completed PEEPs for all staff who need them Accessibility 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 process Inclusion 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 Lead People team capacity	Director of Programme Management Director of Academic Engagement (TMT)	EIA policy and process launched EIA training for required teams Completed EIAs with identified actions agreed and published Review of process and training	Jan 2022	Library of completed EIAs to be made available to community		Green
	7.2 Externally publish annual EDI report on website and intranet	People team EDI Strategic Lead Comms team	Director of People	EDI annual report containing monitoring data and objectives published on website	Annually each March			Green