

## 8. ACTION PLAN

As a world-leading Computer Science department, we seek to increase the number of women in the field while ensuring our current staff and students continue to thrive. Our long-term goal is to be an international model for encouragement and support of women in Computer Science, both in the Department and, via our engagement with industrial collaborators, more widely. In our Action Plan below, we note progress made as a result of implementing our Bronze Award Actions, and we indicate both existing Activities we are taking forwards and new Actions we are adding. Our Action Plan follows similar organisation to our Bronze Award Action Plan, grouping actions under six headings: Departmental organisation; Information sharing and visibility; Information gathering and monitoring; Internal best-practice sharing; Support for existing staff and students; and Staff and student numbers. Throughout, *students* refers to both undergraduate and postgraduate students, and *staff* refers to all research, support and academic staff. Dates provided as a single year refer to the academic year beginning with the given year (i.e., 2019 refers to academic year 2019/2020).

Action	Objective	Rationale	Activities Planned	Responsibility	Success Criteria	Priority
<b>1. Departmental Organisation</b>		These actions are motivated by the need to ensure that the Athena SWAN process is fully integrated into the Department's consultation and decision-making processes, and that women@CL is seen as a core part of the Department's activities.				
1.1	To integrate Athena SWAN self-assessment into Departmental activities	Only by ensuring that Athena SWAN activities are seen as integral to the Department will they be given the appropriate weighting by other members of the Department as they represent the Department both to the wider University and externally.	Ensure that diversity matters are considered in all aspects of the Department's operations.  Annual Student and Staff consultations, feeding results into relevant Department committees.	Chair of EDC  DS	Documented consideration of equality in Departmental weekly meetings and committees, general staff meeting, Faculty Board, and University Athena SWAN Governance Panel, reviewed annually.	High
1.2	To further develop women@CL	Event attendance data now collected shows that women@CL is an externally visible and highly successful means for the Department to promote and encourage women in Computer Science.	Disseminate details of women@CL activities and events to all College Directors of Studies, PhD supervisors and Pls.	women@CL Academic Chair  women@CL Committee	Increase awareness of women@CL to 100% of female students and postdocs with at least 80% events considered valuable, and at least 80% of female students	High

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		We should leverage this to further improve gender balance, both within this Department and across the subject nationally and internationally.	<p>Promote women@CL in Department induction, publicity and outreach material, particularly targeting potential applicants and schools through Open Days and admissions literature.</p> <p>Investigate opportunities for further collaboration with other organisations for women in the University (Departments and in Colleges), and with other national and international organisations for women in computer science.</p> <p>Provide communications training via women@CL, following feedback from focus groups and committee discussions.</p>		<p>and postdocs attending at least two events per year.</p> <p>Increase awareness of women@CL to external parties outside of Cambridge to 50% by continuing to document and publicise activities of women@CL, ongoing.</p> <p>Document engagement with national and international sister organisations, ongoing.</p>	
<b>2. Information sharing and visibility</b>		These actions are motivated by the need to ensure that the Athena SWAN panel is aware of activities that members of the Department are already undertaking, that members of the Department are aware of existing activities in relation to women in Computer Science, that the visibility of women within the Department is improved, and that the Department's determination to improve the position of women in Computer Science is recognised externally.				
<b>2.1</b>	Collecting and making visible information about outreach activities and resources.	Members of the Department enthusiastically engage in outreach, but this is not always effectively communicated to the wider	Record outreach and public engagement activities, for both monitoring and website updates.	OC women@CL Academic Chair	Website updates with women-directed outreach activities, at least monthly.	High

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		world. Given the improvements in gender balance of academic staff in particular, this is a missed opportunity to increase visibility of women in Computer Science externally. Doing so will also contribute to addressing the challenges of improving numbers of women applying for UG, PGT and PGR courses.	<p>New Communications Officer is being hired to refresh the Department's website and other aspects of communication. Will give women-directed outreach activities and resources further prominence.</p> <p>Discuss new Departmental Outreach Remit to increase staff involvement to Faculty Board and encourage participation in programmes such as STEMM Ambassadors and AWISE.</p>	<p>Website Manager</p> <p>HoD</p>	<p>Delivery of new website with increased prominence for women-directed activities, by 2019</p> <p>Outreach Remit discussed at Faculty Board in 2018.</p>	
2.2	Improve visibility of women within the Department.	We need to better support those women who do join the Department at all levels but particularly at UG level. Increasing visibility of women in the Department helps to do so by helping to provide examples of successful "People Like Me" at all career levels.	<p>Visibly celebrate women and their achievement, including former members of Department (cf Action 3.4)</p> <p>Monitor impact of greater exposure (from 5% to 17% for undergraduates, and 15% to 29% for postgraduates) to female lecturers following undergraduate course restructuring.</p> <p>Consult with academic staff to widen the search for female</p>	<p>Website Manager</p> <p>Communications Officer</p> <p>TMC</p> <p>Seminar Organiser</p>	<p>Webpages are kept up-to-date and actively used, ongoing.</p> <p>At least 20% female lectures for the undergraduate course, annually by 2019.</p> <p>At least 50% female speakers for Departmental seminars, by 2021.</p>	High

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			speakers at Departmental seminars.			
2.3	External profile of the Department includes recognition of its initiatives to support women.	As well as appealing directly to women currently outside Computer Science, the Department is world-leading, with particularly strong ties to industry, and should be seen as an exemplar for others to follow, both in academia and industry. We must therefore ensure that the many initiatives we undertake are publicised as part of normalising such activities in the UK's tech sector and beyond.	Encourage participants in the Industrial Supporters Club and the Cambridge Ring to consider the position of women within their organisations and hiring pipelines, via formal and informal channels.  Liaise with those organisations to provide publicity material supporting women and minorities in computer science.	Supporters Club Organiser  Communications Officer  Cambridge Ring Organiser  Chair of EDC	50% female industrial speakers at technical events (e.g., UG tech talks, women@CL), by 2020.  15% female attendees from the Department and the Industrial Supporters Club at the annual dinner and awards ceremony, by 2021.	High
2.4	Increase external visibility of women@CL via social media, blogging, and other channels.	women@CL is a successful initiative that we should use more effectively to raise awareness of gender imbalance in computer science, and of the actions we are taking to redress it. Doing so will also serve to assist recruitment of students in its own right.	Appointment of Department communications officer to support further development of external web and social media (Facebook, Twitter) presence.	DS	Active women@CL Facebook and Twitter accounts, by 2019.  Increase of visibility in the pre-arrival feedback, 2020 intake.	Medium
<b>3. Information gathering &amp; monitoring</b>		These actions are motivated by the need for further information to identify ongoing issues and unmet needs in order to refine and augment the Action Plan.				
3.1	Increased Student Consultation.	Student consultations are proving an effective means to	Continue to monitor the effects of course changes.	TMC	Focus groups to be repeated in 2019/20 and 2020/21, and	High

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		provide information required to discover and address issues and needs. In light of recent substantial changes to our undergraduate course structure, we feel that it would be beneficial to increase the frequency and scope of student consultation as these changes “bed in”. In tandem with increased consultation, we must also ensure that issues raised in consultation are promptly addressed to avoid disillusionment among those consulted.	<p>Raise issues about patronising behaviour from some College Supervisors at the next Directors of Studies’ Committee meeting in January 2018.</p> <p>Request Colleges ensure all supervisors have received Unconscious Bias training.</p>	<p>EDC</p> <p>College DOSs</p> <p>Chair of DOS Committee</p>	<p>feedback given to TMC and EDC.</p> <p>Although outside the Department’s direct control for first and second years, DOSs will be asked to ensure 100% College supervisors have completed the University’s online Unconscious Bias training as well as the Department’s Supervisor Training, by 2020.</p> <p>Require 100% supervisors for third years have undertaken Unconscious Bias and Dignity at Study training as part of the Department’s Supervisor Training, by 2019.</p>	
3.2	Improve Staff Consultation.	The EDC found that the 2015 Staff Survey was not effective in identifying issues: general satisfaction in the Department appears high and comments were limited from those who were less content. Given the relatively small numbers of women in certain roles, there were also concerns about the ease with which anonymity of survey	<p>Continue annual focus groups involving Academics in the first two years of their employment. This will provide both fresh, first impressions as well as more reflective considerations about what is and is not working well.</p> <p>Run an internal survey across the Department annually,</p>	HoD and Staff Survey Working Group.	<p>100% academics in first two years of employment have participated in focus groups, by 2020 and ongoing.</p> <p>85% response rate from new annual survey.</p> <p>Review outcomes of survey and feed into actions of EDC, annually.</p>	Medium

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		responses could be violated. These factors motivate the need to seek alternative means to consult with staff in future. We have begun to use focus groups instead and they are proving effective so far.	capturing staff group and gender, plus a small, tightly focused set of questions (e.g., one good and one bad thing the Department is doing in relation to supporting you in your role). Keeping it focused and short increases return rates and reduces privacy risks.  Receive and analyse data from the planned University-wide Staff Survey.		Review outcomes of focus groups and feed into actions of EDC, annually.	
<b>3.3</b>	Improved monitoring of student admissions and performance.	Our gender balance at UG level has been steadily improving, but there is still a long way to go, in terms of both absolute numbers of admissions and relative performance of women who are admitted. Critical to this is to improve the data available to TMC and to DOSs so that, as gender balance improves, we understand how to better support women who are admitted. We also need to improve the data we have concerning representation of other minorities.	Continue monitoring admissions and performance data.  Ensure DOSs are made aware of improvements as well as problems arising, individually and collectively.  Obtain data concerning other diversity factors than gender, e.g., ethnicity.	Chair of DOS Committee  Chair of EDC and all Staff involved in admissions training.	Relevant data reported to DOSs, at least termly and ongoing.	High

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3.4	Collect and monitor destination data for Staff and Students.	As part of providing data to overcome problems of “People Like Me” by ensuring successful women in Computer Science are highlighted in the Department’s presence and outreach, we need better data, both quantitative and qualitative, about the destinations for Department leavers, staff and students. This will enable richer and more detailed presentation of possible outcomes via channels such as the Department website.	<p>Develop the Department’s existing alumni programme to allow more detailed data about career destinations of students to be reported.</p> <p>Use data now collected on leaver destinations to improve contact with former members of the Department Staff.</p> <p>Ensure female role models shown in these data are celebrated as they arise.</p>	<p>DS/HR for staff.</p> <p>Director of Student Alumni Programme</p>	<p>At least 70% response rate for Student destination survey, by 2019.</p> <p>Female role models highlighted on website, subject to permission of individuals involved, by 2019.</p>	Medium
3.5	Regular review of staff recruitment and promotion.	To inform the Department’s ongoing evolution of its appraisal, mentoring and recruitment processes, we require up-to-date data about take-up and success rate. This is particularly important as the EDC’s focus broadens to include other diversity elements.	<p>Continue to monitor recruitment and promotion by gender.</p> <p>Ensure more pro-active encouragement is given to female members of the Department to address imbalance in success rates for promotion by female researchers in the Department.</p>	DS/HR	<p>Provide up-to-date and accurate data for annual reports and to support other actions, ongoing.</p> <p>Ratio of promotion applications at all levels should track the underlying staff gender ratios, by 2019.</p>	Medium

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			Monitor recruitment and promotion for impact of other factors, e.g., ethnicity.			
<b>4. Internal sharing of best-practice</b>		This section covers training and other activities addressing the need to ensure members of the Department are aware of the possibility of unconscious bias and indirect discrimination and are prepared to actively counter this if it does occur.				
<b>4.1</b>	Increase E&D training completion rate across all staff groups.	While the majority of staff involved in appointments now undertake E&D training (94% of academic staff, 67% of all staff), take-up must be continually reviewed and increased.	<p>Continue to record and monitor completion of E&amp;D training.</p> <p>HoD to take an active role in encouraging completion of the E&amp;D training, to increase beyond 94% academic staff and 67% all staff.</p> <p>Develop and deploy mechanisms for continuity training every 3 years such as reminders to refresh training by retaking the online course.</p>	DS HR	<p>100% of Academic Staff have completed E&amp;D training, by 2020.</p> <p>80% of all Staff have completed E&amp;D training, by 2020.</p>	High
<b>4.2</b>	Increase admissions and recruitment training impact.	Alongside increased take-up of E&D training to improve the environment generally, the Department needs to ensure such training has positive impact particularly on admissions and recruitment as these are identified as crucial factors in improving gender balance and diversity in Computer Science.	<p>Remind all DOSs of the problems in computer science with gender balance.</p> <p>Increase numbers of women attending Department's Admissions Training course to increase pool of available female Admissions Interviewers past current 35%.</p>	DS HR	<p>100% DOSs are aware of gender balance and the importance of taking it into account during admissions, annually.</p> <p>50% of those involved in admissions interviewing have received Department training, by 2019.</p>	High



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			<p>Require all MPhil and PhD Admissions Interviewers to attend the Admissions Training course.</p> <p>Introduce an in-house recruitment workshop for all staff involved in recruitment. Staff will receive targeted reminders to refresh their training by completing the online training module every three years.</p>		<p>40% female attendees to the Admissions Training course, by 2019.</p> <p>All staff involved in recruitment to have attended workshop and relevant training, by 2020.</p> <p>Review uptake, annually.</p>	
<b>4.3</b>	Extension and maintenance of Unconscious Bias training.	As the Department continues to expand, and in order to maintain awareness of these issues, it is necessary to continually refresh Unconscious Bias training. As gender balance improves, it is also necessary to call attention to other facets of diversity.	<p>Offer Unconscious Bias training, for new starters and as a refresher for existing staff (notified after 3 years), annually.</p> <p>Include Unconscious Bias training in the Department's Admissions Interview training.</p>	DS	<p>At least 90% of those involved in selecting students have received Unconscious Bias training, 2019.</p> <p>100% Staff have received Unconscious Bias training, by 2020.</p> <p>80% of Staff will have completed the Recruitment and Unconscious Bias online training, by 2020.</p>	Medium
<b>4.4</b>	Monitor and analyse RA promotion and	Ongoing monitoring uncovered the potential for indirect discrimination in promotion practices through	Discuss recruitment practices among research groups in general PI meeting and revise	DS	Monitoring of promotion processes (Action 3.5) shows consistent procedures applied	Medium

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	recruitment process.	differences in informal standards applied by different research groups. Initial discussions between all PIs led to greater standardisation of promotion practices, and this needs to be monitored and maintained to further increase convergence.	<p>procedures if necessary, as already done for promotion.</p> <p>Ensure promotion practices within research groups continue to be comparable.</p> <p>Continue to analyse recruitment and promotion success rates by gender.</p> <p>Update case-studies annually and ensure they show a gender balance.</p>		<p>in promotion and recruitment, annually.</p> <p>Promotion success rates by gender are in line with Staff gender ratios, annually.</p> <p>Recruitment practices continue to improve to meet population statistics, ongoing.</p>	
4.5	Effective communication about Athena SWAN.	Ensuring that gender balance, and other diversity matters, in Computer Science are recognised as a problem and thus the reasons behind the actions described in this Action Plan are motivated, requires constant communication of the work of the EDC and Athena Swan. Ensuring that this communication is effective requires monitoring and capture of feedback.	Continue to communicate and engage with all Staff and Students about Athena SWAN; include commitment to Athena SWAN in recruitment material; publicise and update website; collect and review feedback annually. Provide this information at Staff/Student gatherings.	Chair EDC HR	<p>Continue to develop presence on website, ongoing.</p> <p>Measure awareness of Athena SWAN in staff and student surveys, ongoing.</p>	Medium
4.6	Improved awareness of internal	Extremely high success rates, particularly in the SAP, suggest that more staff	Clearer guidance given to mentors and appraisers about	HoD DS	Increased numbers of staff submitting promotion cases, by 2020.	Medium

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	promotions processes, particularly the SAP.	should be encouraged to apply for promotion.	SRA promotions, and about the SAP and its requirements.			
4.7	Improve awareness of career development and job opportunities.	A key need for research staff is the need to ensure continuity of employment to allow career development. The prevalence of funding via research projects tends to encourage short-termism in outlook. Providing more effective means for research staff to obtain pertinent job details will both make it more likely that they can build a career within the Department and reduce the time taken searching for the next contract.	Introduction of email lists through which new researcher posts will be consistently disseminated.  An 'Introduction to Lecturing for Post Docs' course.  A wiki page including all University level and Department resources related to PDRAs	DS	At least 30% research staff engaged with these new mechanisms, by 2019.	High
4.8	Improve gender balance of committees.	While our committees are somewhat balanced, this could be improved, particularly where role-based membership happens to skew gender balance.	Evaluate gender balance of all committees, and seek to improve gender balance as part of the workload distribution.  Recruit more men to the SAT.	HoD  DS  Chair SAT	Balanced membership of all Departmental committees, by 2020.	High
<b>5. Support for students &amp; staff</b>		These actions are motivated by specific issues uncovered during the Athena SWAN process, and the ongoing application of a number of Actions since the previous award.				
5.1	Improve undergraduate	As noted above, undergraduate admissions	Use of Departmental Admissions Training for	Chair of EDC	Uptake of Admissions Training to reach 30% by 2019/20.	High

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	admissions support in conjunction with Colleges.	remain outside the direct control of the Department, but is nonetheless a key challenge to achieving gender balance, and satisfying other diversity metrics. We must therefore work to improve the support for better balance and diversity in the admissions process, in conjunction with the Colleges.	Computer Science course and liaison with DOSs to identify how to improve support for female applicants.  Support sitting of the Computer Science Admissions Test in the Department for those candidates and Colleges who desire it, mitigating “small number” effects of female applicants to individual Colleges.	JTSC  Chair of DOS Committee	Review as part of TMC/Faculty Board analysis of performance by gender, annually.	
5.2	Improve performance of female undergraduates	As we have steadily increased the proportion of women undergraduates, it has become clear that there are factors that seem to prevent them achieving their full potential, and these must be overcome.	Detailed investigation of factors with support of Colleges in provision of data. Targeted support for any colleges that show signs of particular problems, such as residential pre-arrival courses.	CHAIR of EDC  JTSC  Chair of DOS Committee	Percentage of Firsts shows less than 5% divergence, by 2021.	High
5.3	Review and update induction process.	Evaluating the impact of changes to the Department’s induction process requires capture of feedback from new staff.	Continue to review induction process.	DS  HR	Seek feedback from new Staff, ongoing.	Low
5.4	Improved appraisal satisfaction.	Properly supporting promotion processes and career development for all staff requires effective appraisal and mentoring	Continue to ensure all appraisers and mentors receive Unconscious Bias training.	DS  HoD	Continue to monitor appraisal rate and gather feedback annually.	Medium

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		processes with which staff are happy to engage.			Ensure staff requests for an appraisal are met within 3 months.  95% appraisal satisfaction rate from feedback by 2020.	
5.5	Timing of meetings.	Based on feedback from Staff Survey, ensuring the Department is family friendly requires we ensure that core Department business happens during “core hours” and that remote participation is supported where feasible.	Seek feedback on meeting and teaching scheduling, and ensure that PIs and Heads of Group understand these needs.	HoD  DS	Improve support by recording Departmental seminars for remote attendance at meetings where appropriate, by 2019.	Low
5.6	Underwriting maternity leave for contract research staff.	Staff feedback indicates that contract end occurring during parental leave is a significant concern for contract research staff. The Department should therefore commit to alleviate this concern and mitigate the effects of end of contract occurring during parental leave.	Maintain and publicise this assurance.  Assist PIs in planning for maternity/paternity leave among their staff, support them in managing the financial costs to their grants, and ensure that funding agency funds are obtained where available.	HoD  DS (Finance)	100% Staff aware that their maternity/paternity leave will be in line with the University policy.	High
5.7	Active promotion of family leave policies.	Wider uptake of family leave, both directly in the Department and more broadly within the technology sector, is an important factor in better balancing the impact	Ensure related policies are publicised during recruitment and induction, and that PIs are aware of them when recruiting.	DS	100% Staff aware of family leave policies, by 2018.  100% recruiting adverts direct applicants towards family friendly policies, by 2019.	Medium

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		of family among partners. As an internationally leading Computer Science department, the Department is in a position to lead the way in this regard.	Highlight issues related to paternity leave and the Department scheme to local industry via formal and informal channels.		100% members of the Industrial Supporters Club aware of the Department's policies regarding family leave, with the aim of open discussion on the matter, by 2019.	
5.8	Effective workload distribution for established academic staff.	Staff feedback indicates that workload distribution is a significant concern, and that existing informal mechanisms may no longer be appropriate as the Department has grown. Improving balance of workload distribution is thus a high priority.	Collate and surface administrative and teaching assignments to encourage discussion and agreement to assigned workload.  Celebrate success in teaching and research (e.g., grant getting).  Extend planning horizon of Department Committee memberships to improve gender balance on Committees without overloading female faculty.	HoD  DH	100% Staff workload collated and surfaced, by 2019.  100% Staff appraisals include review of workload, ongoing.	High
5.9	Remove barriers to success of academic staff, senior and junior, by increasing availability of PhD funding.	PhD applications exceed available funding by a considerable margin. As the Department is recruiting currently, support for PhD students has become a limiting factor for academic	Engage with industry to develop new PhD funding streams.	HoD  DHoR	Funding for 10 extra PhD places, by 2020.	High

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		development particularly for early career academics.				
<b>5.10</b>	Increase opportunities for Research Staff development.	For research staff to develop their careers requires deeper understanding of the academic role, greater opportunity to demonstrate the skills required in an academic role, and better information about opportunities, internally and externally.	Instigate a new scheme whereby research staff are able to shadow academic staff during their workday.  Ensure existing teaching and research leadership opportunities are consistently provided.	HoD  DS	Three research staff have successfully shadowed an academic colleague by 2020.  Three research staff leavers have taken up academic posts, by 2021.	Medium
<b>5.11</b>	Support early career academics, and eligible research staff, in producing funding proposals.	Demand management processes introduced by EPSRC (our primary UK funder) unintentionally penalise early career applicants who lack the track record to absorb failed proposals. Experienced members of the Department already provide feedback on proposals informally, but availability of a more formal process would assist new entrants to the Department to make effective use of that experience.	Instantiate an optional proposal pre-submission review process involving experienced academics in each research group.	DHoR	100% proposals are internally reviewed where the PI wishes feedback.	High
<b>6. Increasing number and proportion of women students and staff</b>		These actions are motivated by the underlying, sector-wide need to increase representation of women (and other underrepresented groups) in Computer Science, traditionally a white male dominated field. These actions are among the most difficult to achieve as they depend heavily on external factors as well as taking considerable time (several years at least) to have				

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		effect. Nonetheless, there is clear support in the Department for ambitious goals, and the targets we have set here are deliberately at the upper end of what we believe is achievable.				
6.1	Increase numbers of female undergraduates.	While our proportion of women undergraduates has been steadily increasing, considerable work remains to be done. As growing the undergraduate pipeline is a significant factor in achieving better balance in other areas, the Department should engage in targeted outreach to that end, in addition to general outreach from the Department addressing issues of "People Like Me".	<p>Continue to monitor and revise outreach activities in light of data collected about what is effective.</p> <p>Continue to take advantage of opportunities presented to the OC, without overburdening female members of the Department.</p> <p>Support the Oxbridge Conferences with staff time.</p> <p>Recruit more women to help at Open Days.</p>	OC	<p>Continuing year-on-year increase in numbers of girls expressing interest in Computer Science at Cambridge, including attending Open Days and number of applications.</p> <p>50% women helpers at events and outreach events, by 2019.</p> <p>To be in the top quartile of comparable UK courses for percentage of female students admitted in the 2018/19 academic year (see 6.3).</p>	High
6.2	Introduce Summer School for girls.	The University and Department collaborates with organisations such as the Sutton Trust, which are effective at recruiting from diverse background. Hands-on coding clubs are known as a good way to engage and recruit people. We should thus ensure we make use of these capabilities to improve gender balance in our	<p>Continue to support the University's Sutton Trust programme and Cambridge Admissions Office to widen participation in Outreach.</p> <p>By arrangement with Cambridge Coding Academy, who offer a course based on one run in the Department in 2015 and 2016, guarantee 10</p>	OC	100% participants in the Sutton Trust Summer School accepted to the undergraduate course should have found the Summer School useful, using data gathered during the "pre-arrival course" (a preliminary short course, compulsory for all who undertake computer science in Cambridge),	High



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		undergraduate recruitment pipeline.	places on that coding summer school.			
6.3	Restructuring of undergraduate course.	Restructuring of our undergraduate course to apply international best practice and attract more women through a broader curriculum is on-going, and must be continued. It has also allowed us to improve the gender balance of lecturers teaching first year undergraduates. We should now seek to further improve diversity in the teaching of our core (first and second year) curriculum.	<p>Reflect changes in course participation in the University Prospectus.</p> <p>Highlight changes, and rationale for changes, on Departmental webpage, at outreach events, and to industry via Industrial Supporters Club and the Cambridge Ring.</p>	TMC	Continue to monitor impact of course restructuring and increased presence of female lecturers, particularly to first years, ongoing.	Medium
6.4	Increasing numbers of female students on taught postgraduate courses.	The proportion of women in all areas of Computer Science must be increased, and postgraduate taught students are no exception.	<p>Advertise Masters courses more actively inside and outside Cambridge, highlighting interdisciplinary options.</p> <p>Promote co- supervision of MPhil student projects with staff in other Departments.</p> <p>Ensure that all job adverts explicitly state that we welcome applicants from diverse backgrounds.</p>	ATCMC	To be in the top quartile of comparable UK courses for percentage of female students admitted in the 2018/19 academic year.	

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6.5	Increasing numbers of female PhD students.	As above; we must also increase representation of women among postgraduate research students.	Continue to monitor admissions, performance and completion rates. Ensure advertising for PhD students emphasises that applicants from underrepresented groups are particularly encouraged.	GEC	30% increase in numbers of female applicants by 2018.	Medium
6.6	Proactive staff recruitment process to improve diversity of applicants.	While we have seen substantial success in our efforts to improve representation of women among academic staff, and we hope that this will begin to have positive effects in other constituencies, we still have some way to go to achieve representative gender balance among academic staff and must continue to work towards this.	Continue to identify and encourage suitable applicants to apply for vacant academic and research positions, via national and international contacts.  Continue to systematically consider identification of applicants as part of recruitment, and ensure those responsible for recruitment are actively applicants from under-represented groups including women.	HoD/DH for Academic Staff  DS/Pis/HR for Research Staff	At least 35% female shortlisted candidates for both Academic and Research posts, by 2020.	High
6.7	Improve outreach for postgraduate taught students to increase gender diversity in the pipeline.	The proportion of women in our postgraduate taught course pipeline has not grown at the same rate as our undergraduate pipeline. This can be improved with more targeted outreach.	Target outreach to postgraduate courses, via women@CL and the website.	Communications Officer  Chair of women@CL	PGT gender balance at least matches undergraduate gender balance, by 2021.	Medium