

Imperial College
London

IMPERIAL TOGETHER ACTION PLAN

November 2021

Introduction



**Professor Peter Openshaw, ProConsul,
and Chair of the Imperial Together Action Group**

The Imperial Together Action Plan is the next step in our drive to strengthen College culture, using direct input from our staff and students to build a positive, respectful and inclusive environment for all.

The Action Plan reflects the key ambitions and objectives resulting from the College's major projects around building and promoting a positive culture: **the Working Together Task Group**, **the College Values and Behaviours**, and the development of the People Strategy.

The objectives identified in the Action Plan bring together issues highlighted in a series of conversations with Imperial's staff and student communities, as well as the input of project boards overseeing various initiatives around College culture. Each addresses a specific theme from strengthening the sense of community at Imperial to managing high levels of workload, making improvements to our policies and processes and supporting senior leadership.

To deliver ongoing progress on these objectives, I will be chairing the **Imperial Together Action Group**, which will provide oversight, monitor progress, and measure the impact and success of these actions on strengthening College culture over the next two years.

The summary version of the Action Plan gives a high-level overview of the objectives, projects and timescales. The full version of the plan is available for download on the **Imperial Together website**.

I am grateful to the staff and students whose honest voices fed into the creation of the Action Plan, and I look forward to steering this work to further shape and strengthen Imperial's culture.



Action Plan

Below is the summary of the objectives, actions, their owners and when the actions are to be implemented. Some actions have already been implemented. Other actions will be implemented over the coming years, but activity will continue as part of the College's ongoing business and processes. Rather than trying to do everything at once, in order to make good progress we have focused on actions which we will get on with first. Once we have achieved these, we will take stock and tackle the next actions.

Objectives	Actions include	Owner/s	Timeframe for implementation*				Current status (to be updated on a regular basis)
			2021 Q3–Q4	2022 Q1–Q2	2022 Q3–Q4	2023 onwards	
Community – Build a college identity, sense of belonging and community that counteracts a prevalent sense of dislocation; provide space and opportunity for staff and student community to collaborate and mix.	Communications: Implement regular communications to the community regarding new study and social spaces; share community focussed stories highlighting achievements, successes and good practice from members of the College; build on EDIC work to ensure all members of the community are represented in communications.	Director of Communications					Implemented into business as usual
	Space and facilities: coordinate a brainstorming event to develop ideas for community spaces with staff and students.	Associate Provost (Academic Planning)					
	Space and facilities: Greater promotion of existing President’s Community Fund for improved social spaces and facilities; Estates Strategy to include community and amenities workstream to build provision for social/ collaborative spaces on campuses; the Student Experience Committee will discuss amenities and infrastructure on a regular basis.	Associate Provost (Academic Planning)					
	Communications: Senior leadership to review existing leadership communications approaches and share best practice for staff and student communications.	President					
	Student experience: Through the Student Experience Committee, ICU and the College to introduce a mechanism for students to provide feedback and share best practice of positive culture and environment experiences.	VP Education & Student Experience/ ICU Deputy President (Welfare)					
	Values: College Values and Behaviours and ambitions for culture fed into key college documents (e.g. College Strategy, Academic Strategy, recruitment and welcome materials).	Provost					
	Recognition: Review and enhance local and College level schemes to celebrate and reward staff and student contributions to culture; ICU to develop a values/culture stream of Student Choice Awards programme.	Provost/ICU President					

* These dates indicate when actions will be implemented into College business processes, but work is already underway to prepare for implementation

Ongoing
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			2021 Q3-Q4	2022 Q1-Q2	2022 Q3-Q4	2023 onwards	
Address high levels of workload indicated as a barrier to working culture.	Workload: Provost's Board papers now include analysis of workload impacts for all decisions/ policy changes/activities.	Provost					Implemented into business as usual
	Workload – Workload to be kept under review through the Provost's Board 'workload workstream'; Develop approach to manage and monitor workload risk at College and Department level.	Provost					
Leadership – All leaders and managers use the Values to enable a positive and productive environment; leaders are supported to lead well, act as role models, and to adopt new behaviours.	Values: A set of Leadership Values and Behaviours will inform and guide leaders' style and stance.	Dean of ICBS/Dean of FoE					
	Values: Roll-out of leadership and management training.	Provost					
	Guidance and Training: Introduce an orientation to Leadership process on appointment of new leaders; Existing Guide to Leading and Managing and Managers Induction sessions to be reviewed and updated to include Leadership Values and Behaviours; Increase promotion of training offering; Leaders to complete 360 review process supported by HR; Senior leaders offered executive coaching.	Provost/Director of HR					

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			2021 Q3–Q4	2022 Q1–Q2	2022 Q3–Q4	2023 onwards	
Desired culture and ways of working are integrated into HR processes.	Process and policy: Values and Behaviours embedded in PRDP and promotion processes, to recognise achievements and areas for development; Review use of exit interviews and ensure the process and content allow sufficient insight on team culture; Augment Harassment Support Contact roles into ‘Culture Champions’; Engage Behavioral Insights Team to review and refine existing work for addressing poor behaviours; Review ‘Staff Supporters’ roles to enable supporting others to speak up as part of role; Review usage and impact of Report and Support Reporting Tool and increase communications.	Director of HR/Provost					
Cross cutting objective – People Strategy. This objective supports and enables all of the above objectives.	People Strategy – The new People Strategy 2022 consists of actions and initiatives across four key themes: Finding and developing diverse talent; Inclusive leadership and culture; Resilient workplace; Foundations. Foundations is about the building blocks of policies, technology, performance levels and data to give insights to use in decision making.	Director of HR					

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Ongoing
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Ensuring progress

Once implemented, actions will be monitored and reviewed to determine how effective they are at leading to positive cultural change.

An **Imperial Together Action Group** has been set up, chaired by Professor Peter Openshaw (Pro-Consul), to both monitor and support progress of the Action Plan, and to ensure that the community voice is listened to, learnt from and reflected through ongoing implementation of the actions. The Group will report to Provost’s Board, and ensure progress of the Action Plan, best practice and measures of success are shared with the College community.