Objective	Project/Initiative	Success looks like (output)	Success looks like (outcome)	How we will measure success	Implemented by 2021 Q3–Q4	Implemented by 2022 Q1–Q2	Implemented by 2022 Q3–Q4	Implemented by 2023 onwards	Owner/s	Responsible	Status: RAG (Blue is complete/added to BAU; RAG rating)
Community - Build a College identity and community that counteracts a prevalent sense of dislocation	The College Values and Behaviours and ambitions for culture (how staff and students will experience working for and studying at Imperial) are fed into key college documents: - College Strategy, Academic Strategy, related strategies online and incorporated into the next publication of printed strategies - Staff recruitment, appointment and welcome materials - Sudent welcome materials and prospectuses.	College Values and Behaviours, and statement on ambitions for Imperial's culture are visible and included in College communications materials	Applicants, staff (new and existing) and students (new and existing) are clear about College Values and Behaviours and seek to demonstrate these	Staff Survey; Communications Pulse Survey			Sep-22		Provost	Provost's Office, Communications and Student Recruitment, HR	
Community - Build a College identity and community that counteracts a prevalent sense of dislocation	Working with the College Communications team, senior leadership (defined as Provost's and President's Board) will review existing leadership communications approaches and share best practice for staff and student communications through a dedicated communications session (led by Communications).	Senior leaders have shared examples of good practice in visible and two-way leadership	A proud, engaged College community that counteracts a prevalent sense of dislocation; a community that colleagues can identify with and contribute to	Responses in staff survey (increased scores for leadership visibility and comms); 360 feedback questionnaire		2022 Q1/Q2			President	Director of Communications	
Community - Build a college identity and community that counteracts a prevalent sense of dislocation; provide space and opportunity for staff and student community to collaborate and mix	Estates Strategy to include stream on community and amenities to assess and build provision for social/ collaborative spaces atcross all College campuses. The Student Experience Committee will receive updates and discuss amenities and infrastructure on a regular basis.	Community and collaborative spaces are included in estates planning and strategies as priority element; greater provision of community and social space across the estate	Staff and students are able to collaborate and socialise more effectively on campus and feel part of inclusive community	Staff Survey		Feb-22			Associate Provost (Academic Planning)	Director of Estates	
Community - Build a college identity and community that counteracts a prevalent sense of dislocation; provide space and opportunity for staff and student community to collaborate and mix	Communications and ICU to develop plan for greater promotion of existing President's Community Fund for improved social spaces and facilities to enhance student and staff experience and community. Coordinate brainstorming event to develop ideas for community spaces with staff and students.	Community and collaborative spaces are included in estates planning and strategies as priority element; greater provision of community and social space across the estate	College community are aware of the fund and engaged in the process of developing social spaces on campus	Monitor applications and funded projects through fund to assess engagement	2021 Q4	2022 Q1			Associate Provost (Academic Planning)	Comms / Estates / ICU	
Community - Build a College identity and community that counteracts a prevalent sense of dislocation	Through the Student Experience Committee, ICU and College to introduce a mechanism for students to provide feedback to Departments/student facing staff, and/or sharing best practice from Departments that receive good feedback from students in terms of positive culture and environment.	Mechanism for student feedback on department culture and environment introduced, and best practice is shared	Students are able to provide feedback to staff / College; Departments / College are engaged in best practice; increase in student satisfaction in Department and College culture	Monitor feedback and best practice through Student Experience Committee		2022 Q2			VP Education and Student Experience / ICU Deputy President (Welfare)	Education Office / ICU	
Community - Build a College identity and community that counteracts a prevalent sense of dislocation	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.	Forms of recognition (e.g. award, event etc) to celebrate staff and student contributions to culture are held at College and Department/local level	Staff and students are rewarded for positive behaviours and are engaged in and informed of best practice shown by others	Monitor submissions for recognition activities; gather feedback from nominees/awardees			Sep-22		Provost / ICU President	HR	
Workload - To address high levels of workload indicated as barrier to working culture	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.	Staff survey responses see reduction in % staff stating workload too high	Reduction in people feeling the workload is unmanageable	Monitor responses to Staff Survey question on workload		Jun-22			Provost's Board	Deans/HR	
Workload - To address high levels of workload indicated as barrier to working culture	Develop approach to manage and monitor workload risk at College and Department level.	Staff survey responses see reduction in % staff stating workload too high	Reduction in people feeling the workload is unmanageable	Monitor responses to Staff Survey question on workload		2022 Q1			Provost	HR	
Culture - Desired culture and ways of working are integrated into HR processes	Process to be updated to include discussions and questions on Values and Behaviours in PRDP and promotion processes, to recognise achievements and areas for development.	Documents showing how Values and Behaviours fit in HR processes	Individuals behave in line with Values and Behaviours	Staff Survey			Oct-22		Director of HR	Deputy Director - Organisational Development and Inclusion	
Culture - Desired culture and ways of working are integrated into HR processes	Review use of exit interviews and ensure the process and content allow sufficient insight on team culture.	Review finds issues which can be fed back to deans	Opportunities are identified which can allow improvements to be made as a result of feedback from leavers	Deans to give examples of learning or improvements			Jul-22		Director of HR	Deputy Director, HR and Service Transformation	
Culture - Desired culture and ways of working are integrated into HR processes	Augment the existing role of Harassment Support Contact (HSC) into that of a 'Culture Champion' skilled in encouraging colleagues to speak up.	HSCs report number of colleagues they have helped to speak up	People feel confident to raise issues directly or through a third party	Pre and post intervention questionnaires			Aug-22		Director of HR	Head of the Equality, Diversity and Inclusion Centre	
Culture - Desired culture and ways of working are integrated into HR processes	HR team to work with Behavioural Insights Team to review and refine existing work which addresses poor behaviours - objective is to reduce incidents and reports of bullying and harrasment in the long term (short term may see increase in reporting).	Number of times procedure is used	People feel confident to raise issues directly or through a third party	Specific Survey				Dec-23	Director of HR	Deputy Director - Organisational Development and Inclusion	
Culture - Desired culture and ways of working are integrated into HR processes	Review 'Staff Supporters' roles to enable supporting others to speak up as part of role.	SS report number of colleagues they have helped to speak up	People feel confident to raise issues directly or through a third party	Pre and post intervention questionnaires.			Sep-22		Director of HR	Head of the Equality, Diversity and Inclusion Centre	

Objective	Action	Measure	Outcome	Evidence	Timeline	Owner	Support
Leadership - Senior leaders act as role models, leading in a way that is visible and demonstrably aligned with College values.	Senior leaders offered executive coaching to include: using leadership shadow to drive positive behaviour in your areas; adding visibility into already challenging work priorities; what are your values and how can you leverage them to connect to the College Values and inspire others.	Percentage of senior leaders taking up coaching. Satisfaction rating from coachees as to increased skills.	Senior leaders lead in a way that is visible and demonstrably aligned with College values	Staff Survey, 360 feedback, pre and post intervention questionnaires	Mar-22	Director of HR	Deputy Director - Organisational Development and Inclusion
Leadership - All leaders are supported to lead well, even if they have been promoted with little leadership experience or development.	Leadership Behaviours - A set of Leadership Values and Behaviours will inform and guide leaders' style and stance, to include: consultative leadership approach, actively build mutual respect into interactions with and between different parts of the community, build trust and friendship by means of more informal interactions, guidance on approaches to meetings, importance of the leaders' role in shaping local culture, transparent communications, supporting workload management approaches.	Percentage of leaders who have received the guide	Leaders lead well and in line with the Values and Leadership Behaviours	Staff Survey, 360 feedback, pre and post intervention questionnaires	Oct 21 - end March 22	Dean of ICBS, Dean of FoE	Deputy Director - Organisational Development and Inclusion
Leadership - All leaders are supported to be more available to existing leaders and to adopt new behaviours	Introduce an orientation to leadership process on appointment of new leaders.	Percentage of leaders attending	Leaders reflect on the power inherent in their position, their leadership styles, the way they communicate, address EDI, address poor behaviours and perform under pressure	Staff Survey, 360 feedback, pre and post intervention questionnaires	Jan-22	Director of HR	Deputy Director - Organisational Development and Inclusion/ Head of People and Organisational Development
Leadership - All leaders are supported to be more available to existing leaders and to adopt new behaviours	Existing Guide to Leading and Managing and Managers Induction sessions to be reviewed and updated to include relevant leadership Values and Behaviours. Increase promotion of training offering to managers across College.	Percentage of leaders who have received the guide	Leaders are more available to existing leaders and have adopted new behaviours	Staff Survey, 360 feedback, pre and post intervention questionnaires	Jan-22	Director of HR	Deputy Director - Organisational Development and Inclusion/ Head of People and Organisational Development
Leadership - All leaders are supported to be more available to existing leaders and to adopt new behaviours	Leaders (define as Presidents and Provost's Board) to complete 360 review process based on the College Values to inform their development, reward and recognition on regular basis (every 2/3 years), supported by HR.	All senior PB members and HoDs to have completed 360 by December 2022; increased take up of leadership doing 360s	Leaders are more available to existing leaders and have adopted new behaviours	Staff Survey, 360 feedback, pre and post intervention questionnaires	Jun-22	Provost	Deputy Director - Organisational Development and Inclusion/ Head of People and Organisational Development
Leadership - All leaders and managers use the Values to enable a positive and productive working environment	Roll-out of leadership and management training via Leadership Sessions, plus People Managers Workshops (Values).	All leaders and managers have attended sessions enabling them to use the Values and Behaviours framework to create a positive and productive working environment	Leaders and managers lead teams in line with the Values	Staff Survey	Apr-22	Provost	Deputy Director - Organisational Development and Inclusion/ Head of People and Organisational Development
Culture - Desired culture and ways of working are integrated into HR processes	Review usage and impact of Report and Support reporting tool and increase communications.	The tool is used and generates useful information and triggers support	Reduction in people experiencing unacceptable behaviour	Staff Survey	Oct-22	Provost	Deputy Director - Organisational Development and Inclusion
Culture - Imperial is a place where people can do their best work, supported by great managers	People Strategy consists of 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.	People Strategy is implemented	The strategy vision is achieved	The planned measures in the strategy are met	Jan-22 — Aug-25	Director of HR	HR
Embedded in Business As Usual (BAU)							
Community - Build a College identity and community that counteracts a prevalent sense of dislocation	The College communications team will disseminate a regular series of community focussed stories through existing cross-College channels highlighting achievements, successes and good practice from members of the College community. Communications will build on EDIC work to ensure all members of the College community are represented in communications to further strengthen a sense of belonging.	Increase in and regular communications highlighting achievements and best practice of College culture	A proud, engaged College community that counteracts a prevalent sense of dislocation; a community that colleagues can both identify with and contribute to.	Communications pulse survey	Embedded in BAU	Director of Communications	Communications
Community - Build a college identity and community that counteracts a prevalence sense of dislocation; provide space and opportunity for staff and student community to collaborate and mix	Implement regular communications to community regarding new study and social spaces for students and staff and upcoming estates projects to increase social and collaborative spaces.	College communications includes regular updates on estates plans and new social space	College community are aware of availability and engaged in the process of developing social spaces on campus	Pulse survey around awareness of spaces	Embedded in BAU	Director of Communications	Communications
Workload - To address high levels of workload indicated as barrier to working culture	Provost's Board paper coversheet to include request for analysis of workload impacts for all decisions/policy changes/activities.	Staff survey responses see reduction in % staff stating workload too high	Reduction in people feeling the workload is unmanageable	Monitor responses to Staff Survey question on workload	Embedded in BAU	Provost	Provost's Office