

## Senior Leadership: Part 1

### Section 5: Senior Leadership

This section comprises of 4 questions and examines how the organisation engages senior leaders. The questions scrutinise how the organisation empowers senior leaders at different levels, then the individual actions they take. This section is worth 8.5% of your total score.

Within this section, senior leaders are split between two levels – board level and senior management. For more information about how we use these two terms, please see [here](#).

**Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.**

#### Board level staff

#### 5.1 How does the organisation support board level employees to understand the issues that affect LGBT people?

**Tick all that apply**

**GUIDANCE:** The support given should be systematic in its implementation.

A. Reverse mentoring opportunities for board level employees

C. Other

#### Describe each option selected:

A. Reverse mentoring opportunities for board level employees

For the purposes of this section of the form we define the ‘board’ as members of the College senior leadership team at Assistant Provost level and above, Vice President level and above, Directors of major administrative departments (e.g. HR) and our four faculty deans. ‘Senior managers’ are therefore designated as the next tier down – heads of academic and smaller administrative departments, as well as deputy directors of large administrative departments.

Reverse mentoring is informally available via the I600 network and has been included in the new EDI College Strategy. To this end, a formal scheme is currently in the

	<p>planning stages, with input from a volunteer coordinator from the network, in collaboration with EDIC and the Learning and Development Centre. A report introducing the new scheme has been written and will be presented by two Board members for formal approval by the College. Once this has run for nine months, it will be reviewed then rolled out to the next tiers down in the institution.</p> <p>There is also an element of reverse mentoring within the EDI Forum which allows for information sharing and feeding up towards the EDI Strategy group attended by senior staff representatives across the organisation.</p>
C. Other	<p>Diversity training was included in a leadership development refresher course that was run for the senior leadership team in November 2018 to January 2019. Called 'Inclusive Leadership', the course involved two half day sessions. It was run by the Challenge Consultancy and organised by Susan Littleson. Attendance was mandatory and included board level employees such as the President, the Provost etc. The training ranged across the EDI landscape and included reference to LGBT+ issues. Action planning arising from the course was announced in a recent staff briefing: <a href="https://commsandpublicaffairsstaffonly.newsweaver.com/staff_briefing/7yfl9w4b3tw1n8q61h49w7?email=true&amp;a=6&amp;p=2549523&amp;t=2516872">https://commsandpublicaffairsstaffonly.newsweaver.com/staff_briefing/7yfl9w4b3tw1n8q61h49w7?email=true&amp;a=6&amp;p=2549523&amp;t=2516872</a></p> <p>The action plan consists of eight strands, each led by a member of Provost's Board. Below are a few of the strands:</p> <p>Values and behaviours   articulating what constitutes a positive and respectful workplace</p> <p>Staff training   focussing on unconscious bias and active bystander techniques</p> <p>Mentoring   developing new approaches to inform and support staff at all levels</p> <p>Recruitment   ensuring there are appropriately qualified candidates for all appointments where there is underrepresentation</p> <p>Senior leadership proactive accountability   ensuring decision making considers equality, diversity and inclusion impact and that leaders are visibly involved</p>

## 5.2 In the past year, which of the following activities have members of the board engaged in?

Tick all that apply

**GUIDANCE:** Messages communicated should explicitly reference sexual orientation and trans equality. Meetings with the LGBT employee network group should be systematic and not ad hoc.

- A. Communicated a strong message on sexual orientation equality
- B. Communicated a strong message on trans equality
- C. Met regularly with the LGBT employee network group
- E. Spoken at an internal LGBT event
- G. Engaged with senior management to discuss LGBT equality
- H. Reviewed and/or approved an LGBT inclusion strategy

**Describe each option selected. Please include specific dates or time periods.**

A. Communicated a strong message on sexual orientation equality

In February 2019 (LGBT History Month), the Executive Champion for Imperial 600, the staff LGBTQ+ network group, [REDACTED], wrote in the staff briefing about the importance of supporting LGBT+ staff and students.  
[https://commsandpublicaffairsstaffonly.newsweaver.com/staff\\_briefing/a8csi4w794o1n8g61h49w7?email=true&a=6&p=2193937&t=2516872](https://commsandpublicaffairsstaffonly.newsweaver.com/staff_briefing/a8csi4w794o1n8g61h49w7?email=true&a=6&p=2193937&t=2516872)

He wrote, "Sexual orientation and gender identity should not be barriers to success at Imperial. However we also know that despite the many positive changes in society and at Imperial, some staff and students still experience prejudice, harassment, exclusion and discrimination [...] We want Imperial and all its staff to thrive and that is why we are committed more widely to creating a culture where LGBTQ+ people feel welcome, included and able to be themselves."

The President, Alice Gast, has been wearing the Imperial 600 rainbow lanyard out and about and an image of it has been shared on social media and in newsletters:  
<https://twitter.com/Imperial600/status/1123903458283622400>

The Assistant Provost (EDI) has used his blog Inclusion Matters to communicate a strong message on sexual orientation equality, including hosting a guest post by Ben Britton to talk about the climate of the physical sciences field for LGBTQ+ people on LGBTSTEM Day.  
[http://wwwf.imperial.ac.uk/blog/assistant\\_provost\\_edi/2019/07/03/measuring\\_climate\\_lgbt\\_physical\\_sciences/](http://wwwf.imperial.ac.uk/blog/assistant_provost_edi/2019/07/03/measuring_climate_lgbt_physical_sciences/).  
 Any other LGBTQ+ staff are welcome to contribute.

B. Communicated a strong message on trans equality

In May 2019, [REDACTED], was criticised for [REDACTED] Twitter activity where [REDACTED] had been engaging with material which many considered transphobic; students and staff at Imperial wrote an open letter calling for Imperial College's senior leadership to confirm its full support of the transgender community and condemn transphobia. The College responded quickly and constructively, and senior leadership held two meetings with the letter organisers to hear their concerns. [REDACTED] offered an immediate apology for any hurt caused. [REDACTED] and the Assistant Provost (EDI) responded to the open letter by emphatically re affirming their support for the trans community at Imperial. [http://felixonline.co.uk/articles/2019\\_05\\_10\\_imperial\\_community\\_pens\\_open\\_letter\\_calling\\_for\\_confirmed\\_support\\_for\\_the\\_trans\\_community/](http://felixonline.co.uk/articles/2019_05_10_imperial_community_pens_open_letter_calling_for_confirmed_support_for_the_trans_community/)

[REDACTED] said, "I fully support all trans staff and students and I hope that the open and honest discussion we have had can lead to improved collaboration to ensure a sense of safety and belonging for all trans students at Imperial."

C. Met regularly with the LGBT staff network group

The Assistant Provost for Equality, Diversity and Inclusion has developed an excellent working relationship with the co chairs of the Imperial 600 staff network, both through their participation in the EDI Forum, and through email, one to one meetings and joint participation in various committees (e.g. for planning Diverse@Imperial week and the Committee overseeing the preparation of this Stonewall WEI submission).

E. Spoken at an internal LGBT event

The Imperial 600 Executive Champion [REDACTED] gave vote of thanks following a talk by [REDACTED] who spoke candidly about his experiences as a gay man in academia ("No sexuality please, we're scientists"). The lecture was organised and introduced by the Assistant Provost for Equality, Diversity and Inclusion.

The lecture is available for all to watch on the College YouTube channel: [https://www.youtube.com/watch?time\\_continue=1&v=NEqfP1diyes](https://www.youtube.com/watch?time_continue=1&v=NEqfP1diyes)

G. Engaged with senior management to discuss LGBT equality

The EDI Forum and Strategy Group are working on developing a new policy on toilet provision which will explicitly recognise the need to improve provision of gender neutral facilities. The draft has been approved by the EDI Strategy Group. The EDI Forum and Strategy Group both comprise board level staff and senior management and offer regular opportunities for board level staff to engage with senior management to discuss LGBT equality. (See H. below for membership of each group.)

H. Reviewed and/or approved an LGBT inclusion action plan

The Assistant Provost for Equality, Diversity and Inclusion has developed the Equality, Diversity and Inclusion Strategy which includes a section on action in support of LGBTQ+ staff and students. This was launched in October 2018.  
[https://www.imperial.ac.uk/media/imperial-college/administration-and-support-services/equality/public/Imperial EDI Strategy 2018.pdf](https://www.imperial.ac.uk/media/imperial-college/administration-and-support-services/equality/public/Imperial%20EDI%20Strategy%202018.pdf)

The strategy was developed based on discussion and consultation with staff and students from across the College, including at the EDI Strategy Group and the EDI Forum, both of which comprise several board level staff.

EDI Strategy Group membership:  
<https://www.imperial.ac.uk/equality/governance/strategy-group/>

EDI Forum membership:  
<https://www.imperial.ac.uk/equality/governance/forum/>

**Please list the names and job titles of the individuals named above. Please ensure you have strict permission from them for their name to appear in this submission.**

	Name	Job title
Person 1		
Person 2		
Person 3		
Person 4	Alice Gast	President
Person 5		

## Senior Leadership: Part 2

### **Senior Management level staff**

### 5.3 How does the organisation support senior management to understand the issues that affect LGBT people?

**Tick all that apply**

**GUIDANCE:** The support given should be systematic in its implementation.

A. Reverse mentoring opportunities for senior management level employees

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C. Other

## Describe each option selected:

<p>A. Reverse mentoring opportunities for senior management level employees</p>	<p>Reverse mentoring is informally available via the I600 network and has been included in the new EDI College Strategy. To this end, a formal scheme is currently in the planning stages, with input from a volunteer coordinator from the network, in collaboration with EDIC and the Learning and Development Centre. A report introducing the new scheme has been written by the Deputy Director of Organisational Development and Inclusion and will be presented by two Board members for formal approval by the College. Once this has run for nine months, the intention is that it will be reviewed then rolled out to the next tiers down in the institution.</p> <p>There is also an element of reverse mentoring within the EDI Forum which allows for information sharing and feeding up towards the EDI Strategy group attended by senior staff representatives across the organisation. Support is provided to all staff through the Assistant Provost for Equality, Diversity and inclusion, the EDIC team and the LGBTQ+ staff network chairs.</p>
<p>C. Other</p>	<p>The College worked with AdvanceHE to run a workshop for Directors of Staff and Student areas and those that lead in this area, such as the Network Chairs, on 'Enhancing LGBTQ+ Inclusivity' within the organisation. This workshop took place in December 2018 and supported Imperial to identify areas for future development for LGBTQ+ inclusion in the student and staff lifecycles, including considerations of intersectionality, data analysis, supporting networks, and issues of inclusive curricula. Examples of good practice from a variety of institutions were shared. The Deputy Director of Organisational Development and Inclusion brought the Stonewall Action Plan to this training session and added a section at the end in which the assembled senior managers discussed the plan and learnt more about what was happening.</p> <p>This is in addition to the newly revamped LGBT awareness course launched in February 2019.</p>

**5.4 In the past year, which of the following activities have senior management engaged in? Tick all that apply.**

**Tick all that apply**

**GUIDANCE:** Messages communicated should explicitly reference sexual orientation and trans equality. Meetings with the LGBT employee network group should be systematic and not ad hoc.

A. Communicated a strong message on sexual orientation equality

G. Engaged with the board to discuss LGBT equality

H. Reviewed and/or approved an LGBT inclusion strategy

I. Attended an external LGBT event, for example Pride

**Describe each option selected. Please include specific dates or time periods.**

<p>A. Communicated a strong message on sexual orientation equality</p>	<p>The Deputy Director of Organisational Development and Inclusion and the Acting Head of the EDIC have communicated their strong support of sexual orientation equality through day to day meetings and committee level meetings.</p> <p>The Head of the Physics Department has communicated a strong message on sexual orientation equality by displaying a Rainbow Physics sign in her office.</p> <p>The Director of Communications arranged a breakfast seminar for the College's Communications Network on 31 October 2018 to discuss equality, diversity and inclusion (EDI) issues and what they mean for communications. More than 60 members of staff from across the College attended. A panel of external and internal communications, policy and operations professionals came together to share perspectives on how to champion EDI, and how staff as communicators can carry this through to their day to day work. The Co Chair of Imperial 600, the staff LGBT network, was one of the panel members. A report of the seminar can be found here: <a href="https://www.imperial.ac.uk/communications/networks_for_staff/communications_network/event_reports/communicating_edi/">https://www.imperial.ac.uk/communications/networks_for_staff/communications_network/event_reports/communicating_edi/</a></p>
<p>G. Engaged with the board to discuss LGBT equality</p>	<p>When there was a trans member of staff in the Library Services division experiencing challenges with an ID badge, the Director of Library Services raised this issue at a Heads of Departments Lunch (this is a regular meeting that includes heads of academic departments as well as professional services departments both senior managers and some board level employees) with the Director of Human Resources, who then cascaded this information to the four faculty deans. The Director of Library Services also</p>



	discussed this issue with the Assistant Provost for Equality, Diversity and Inclusion. The Deputy Director of Organisational Development and Inclusion called together all related senior managers, including the Head of Security and the Head of HR Systems and Information, in a meeting to resolve this situation quickly in the short term and find a permanent solution.
H. Reviewed and/or approved an LGBT inclusion action plan	<p>All senior management were included in the wide consultation on the College EDI strategy launched in late 2018 and are included in its implementation.</p> <p>The Deputy Director of Organisational Development and Inclusion ensured the LGBT+ Stonewall action plan was brought to a training session of senior managers including, among others, the Director of Student Services, the Director of Campus Services, the Director of Occupational Health, the Director of Communications, the Faculty Operating Officer of the Faculty of Medicine, and the Associate Dean of Undergraduate Programmes and Education Quality at the Business School. The action plan was discussed with those present to increase ownership and knowledge.</p>
I. Attended an external LGBT event, for example Pride	<p>The Associate Dean of Programmes at the Business School marched with Imperial at London Pride on 6 July.</p> <p>The Acting Head of the Equality, Diversity and Inclusion Centre attended Black Pride 2019 on behalf of Imperial on 7 July.</p> <p>The Deputy Director of Organisational Development and Inclusion attended two pan London events on 12 December 2018 and 11 April 2019, which were jointly organised by the LGBTQ+ staff networks at Imperial, LSE, UCL, and King's College London.</p>

**Please list the names and job titles of the individuals named above. Please ensure you have strict permission from them for their name to appear in this submission.**

	Name	Job title
Person 1		Deputy Director of Organisational Development and Inclusion
Person 2		Acting Head of the Equality, Diversity and Inclusion Centre
Person 3		Associate Dean of Programmes at the Business School
Person 4		Director of Library Services
Person 5		Director of Communications

