

Strategy Action Plan

Theme:

Employee Voice

Objective	Action	Measure	Type	When	Owner	Approved	If not why not	Progress	Achieved
<p>We want all of our people to have access to the same channels of communication; we want staff to feel empowered to give their ideas, challenge and feel that they are listened to. We want our people to receive consistent feedback to explain why decisions have been made.</p>	1. Engagement Working Group created and in operation	Engagement Working group established	QW	Sep-15	Anna Gunn	Yes	n/a	<ul style="list-style-type: none"> Terms of reference completed and approved Engagement working group in operation 	Completed
	2. Engagement Champions recruited	Engagement Champions working in each team	QW	Sep-15	Anna Gunn	Yes	n/a	One member from each team now Engagement Champions	Completed
	3. Ideas from the Engagement Working group included in the strategy and action plan	Engagement Champions and their teams views used to create strategy and action plan	QW	Jan-16	Anna Gunn	Yes	n/a	<p>Three workshops held to discuss ideas:</p> <p>What are the engagement barriers/solutions</p> <p>Quick wins, Actions and Values</p> <p>Volunteer days/ Nominated Charity</p>	Completed
	4. Engagement Working group sessions held monthly for the first 6 months. These sessions will then be reviewed	<p>Sessions held monthly</p> <p>After 6 months reviewed to see if this is working</p>	QW	Mar-16	Anna Gunn	Yes	n/a	<p>Sessions have been held monthly since October.</p> <p>The review will take place in March.</p>	Open
	5. Hold an ideas day annually with a commitment to take forward a certain number of ideas if they are achievable e.g. Have a washing line up in the offices where people can pin on ideas.	Event held and idea (s) taken forward	MT	n/a	n/a	No	It was felt that ideas should be captured on an ongoing basis as that is when they will have the most impact to the business. However there is a commitment to looking into how capturing ideas could be part of a future Away Day.	n/a	Closed
	6. Should the manager's forum continue, staff should be consulted for their views on what topics should be discussed.	Forum held with staff views and topics influencing the agenda	MT	n/a	n/a	No	The Managers forum is being discontinued, but the thoughts behind this action will be picked up elsewhere.	n/a	Closed
	7. Open sharing space every quarter where staff can share things that has gone well and not so well and how others	Sharing space happened, ideas taken forward and implemented if applicable	LT	n/a	n/a	Yes	Specific skills based or topic based workshops will take place in MA and FS as and when needed	n/a	Closed

	members of staff or teams can learn from it								
8.	Investigate how feedback channels can be improved. Do we need to have a service standard type agreement where there is a timeframe in which all staff should receive feedback? Should our processes be more formal? Is there any other way this can be improved?	Feedback channels looked into and improvements implemented. Pulse surveys conducted with staff to get their feedback on improvements	MT	Sept-16	Marie Burkinshaw	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned	Open
9.	Identifying areas of best practice to be shared across the directorate e.g. how team meetings, and one to ones are conducted or operational ways of working	Areas of best practice identified and shared Pulse survey	LT	Jun-17	Debbie War	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned	Open
10.	Reviewing the communication channels that are available within the directorate. Are these fit for purpose or do they require improvement	Communication channels reviewed. Changes implemented where necessary	LT	Jun-17	Vanessa Chettleburgh	Yes	n/a	This is something that will be looked at next year by Vanessa	Open
11.	Think innovatively and creatively about other opportunities that could be created for staff to engage, interact and communicate and share lessons learned. e.g. face to face contact is not always achievable, are there other options to be explored	Other options explored Implemented if applicable	MT	Sept-16	Mark Townley	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned	Open

Theme:

Integrity

Objective	Action	Measure	Type	When	Owner	Approved	If not why not	Progress	Achieved
We want our people to feel trusted by leadership and management. We want them to be recognised for the contribution they make to achieve our vision.	12. A low-key 'thank you' programme	Low key thank you programme in operation	QW	Mar-16	Anna Gunn	Yes	n/a	It has been decided that the thank you programme will operate around the directorate values. To THRIVE. This is being planned and will hopefully be launched in February.	Open
	13. Awards ceremony	Event held Feedback gained	MT	Sept-16	Robert Dewar/ Simon Taylor	Yes	n/a	It has been agreed that we will have some kind of an awards ceremony in 2016 Ideas will be discussed with the working group and looked at in more detail in the new year	Open
	14. Induction procedures followed in every team with new starters. Make sure all managers are aware of the induction procedures can be accessed on the Finance Staff Only section of the intranet: https://portal.she.ac.uk/departments/finance/FinanceStaffOnly/Starting_Out/Pages/Home.aspx	Communications sent out to all managers to make them aware of the induction procedures. Ask new starters if this has taken place	QW	Ongoing	Vanessa Chettleburgh	Yes	n/a		Open
	15. All new starters have meeting with Philip Severs or a member of Finance Executive at the end of the induction process or about 2 months after started.	Ask new starters if this has taken place	QW	Ongoing	Bernie Marshall	Yes	n/a	Managers responsibility to schedule this meeting in with a member of Finance Executive	Open
	16. Leadership clearly articulate the directorate's mission, vision and values, not just by words but by actions too.	Leadership living by the directorates values Pulse survey	LT	Yes	Philip Severs	Yes	n/a	All of the Finance Leadership Group have been made aware of the Mission Vision and Values; Discussions should take place around how they	Open

								can authentically show that they are living by these at a Finance Leadership Group meeting	
	17. Investigate how Managers can demonstrate trust e.g. development activates, tool kits and supporting resources	Pulse survey to measure trust has been gained Resources created to help managers	LT	Jun-17	Matt Parkin	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned	Open
	18. Giving thanks in person rather than just by email make sure the thanks is tailored to the individual	Pulse survey Talk to staff	MT	Sept-16	Emma Scoffield	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned This links to the "Low Key Thank you Programme"	Open
	19. Give recognition when staff ideas are taken forward this could be incorporated into the thank you programme or the awards.	Pulse survey Talk to staff	MT	Sept-16	Matt Parkin	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned	Open
	20. Be more transparent when decisions have been made e.g. explain the why, what the effect will be, the benefits, and the desired outcomes	Pulse survey Talk to staff	MT	Sept-16	Philip Severs	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned	Open

Theme:

Involvement

Objective	Action	Measure	Type	When	Owner	Approved	If not why not	Progress	Achieved
We want all individuals and teams to be given the same opportunities to engage and be involved in organisational success.	21. Employee of the month	Scheme in place	MT	n/a	n/a	No	We feel that this would not achieve the desired outcomes, and may be unsustainable. We have will have the low key thank you programme, and an Awards Ceremony to recognise achievement	n/a	Closed
	22. GCC next year or something similar e.g. British Heart Foundation step challenge	GCC takes place Number of participants	MT	Sept-16	Robert Dewar	Yes	n/a	This has been agreed; the format of the challenge has not yet been decided.	Open

	23. Wellbeing days - or communicating the university wellbeing activities.	Wellbeing days held Feedback gained Attendance levels	QW	Mar-16	Anna Gunn	Yes	n/a	We are agreeing to communicate the wellbeing days that are happening around the university	Open
	24. Lunch and learns (or a market place style event) where staff can share skills and develop others over a lunch time session or have guest speakers come in to talk to staff about something specific over a lunch hour	Lunch and learned held Feedback gained Attendance levels	MT	n/a	n/a	No	n/a	We are not taking this idea forward as we don't think that we have the capacity to create and manage a sustainable programme of events at this time. We may look at this in the future.	Closed
	25. Managers to discuss the option of their team members going to visit other teams to find out more about what they do. Things like slots in team or allowing teams members to visit other teams could be arranged.	Pulse survey Number of visits recorded	QW	Mar-16	Simon Taylor	Yes	n/a	This is a short discussion in teams to make sure all team members know they have the option to do this if wanted or applicable.	Open
	26. As part of the induction, new starters will meet other teams with in the directorate to better understand what they do	Ask new starters if this has taken place	QW	Mar-16	Vanessa Chettleburgh	Yes	n/a	Vanessa will include this in the induction procedures and communicate the update to all managers within Finance.	Open
	27. Provide staff with more understanding and awareness of the roles staff within different areas of the directorate	Information provided Pulse survey to see the impact	QW	Mar-16	Vanessa Chettleburgh	Yes	n/a	Vanessa will share the "About us" document with all staff	Complete
	28. Set up a charity/ volunteering committee established with a view to having an annual nominated charity and a series of volunteer days	Charity/ Volunteering committee established	MT	Mar- 16	Anna Gunn	Yes	n/a	Anna will establish a charity an volunteering committee and facilitate it for the first 6 months. This meeting should be chaired by a member of the Leadership group	Open
	29. To make staff aware of the part they play	Communication delivered	MT	Sept-16	Anna Gunn	Yes	n/a	When the values are launched communication	Open

	in engagement and what is expected of them	Pulse survey						will go out around this.	
	30. Explore how we can provide staff with more opportunities to engage with other staff members Encourage informal as well as formal opportunities for staff interaction	The idea of creating more opportunities has been looked into and these have been implemented if achievable/realistic Talk to staff Pulse survey	MT	Sept-16	Anna Gunn	Yes	n/a	Looking at creating time before or after all team meetings when people can mix with other teams	Open

Theme:

Strategic Narrative

Objective	Action	Measure	Type	When	Owner	Approved	If not why not	Progress	Achieved	
We want all of our team to know what our directorate vision, mission and values are and how they fit into the overall picture of the directorate. We want our values to be embedded and staff to live by these values every day..	31. Vision, Mission and Values created for Finance Directorate	Finance Vision created	QW	Jan-16	Vanessa Chettleburgh/ Anna Gunn	Yes	n/a	"Be the best finance directorate in the sector; A highly motivated, engaged team, valued by all" "To ensure financial sustainability for Sheffield Hallam University through high quality business relationships, informed decision making, expert advice and guidance" THRIVE: Trust Honesty Respect Innovation Valued Engaged	Completed	
	32. Finance Directorate Definition of Engagement agreed	Definition created	QW	Oct-15	Anna Gunn	Yes	n/a	"Happy to work together to meet worthwhile goals in an environment of mutual commitment, support, trust and respect"	Completed	
	33. Desk Calendars 2016 - revamp and competition launched for the pictures to go on the calendar	Competition run Desk calendars handed out to the staff that want them	Competition run	QW	Jan-16	Vanessa Chettleburgh/ Anna Gunn	Yes	n/a	Competition run Photos Selected Winner announced Desk Calendars Ordered	Completed
	34. Team vision and mission workshops held with all	All team vision workshops competed	All team vision workshops competed	QW	Jan-16	Anna Gunn	Yes	n/a	Sales ledger; Purchase Ledger; Financial Accounts; Service	Completed

	teams							Improvement; Executive support team; and Management Accounts team all completed Corporate Reporting; Procurement	
	35. More all team meetings	Number of all team meetings increased	QW	Mar-16	Simon Taylor/ Robert Dewar	Yes	n/a	Simon and Robert to look at a Programme of events to be established.	Open
	36. Once a month speech from PS or RD to say what we have achieved	Update given monthly - feedback gained	MT	n/a	n/a	No	We like the idea of being more visible but we don't believe this format is the best way of achieving this. We will make a commitment to explore other ways to achieve the desired outcome.	n/a	Closed
	37. Individual Team photos	Individual team photos taken and on intranet	QW	Mar-16	Anna Gunn	Yes	n/a	Photos will commence in February with the teams to be completed by the end of March	Open
	38. Finance Team Photo	Finance Photo taken and on intranet	QW	Sept-16	Anna Gunn	Yes	n/a	This will be informal at take place at the next Finance Away Day	Open
	39. Vision wall - A place all the team visions go once completed	Vision wall created	MT	Sept-16	Anna Gunn	Yes	n/a	Look at getting something professionally produced to go up on the wall in one-eleven as well as a virtual wall somewhere else	Open
	40. Add the Vision/Mission and Values to the Finance Intranet	Vision/Mission and Values added to the Finance Intranet	QW	Mar-16	Vanessa Chettleburgh	Yes	n/a	Vanessa will add this to the Finance Intranet	Open
	41. Add the Vision/Mission and Values to the Finance local induction	Vision/Mission and Values added to the Finance local induction	QW	Mar-16	Vanessa Chettleburgh	Yes		Vanessa will add this to the Finance Local Induction	Open
	42. Add the Vision to the header of all meeting agendas	Vision added to the header of all meeting agendas	QW	Mar -16	Vanessa Chettleburgh	Yes		Vanessa will add this to the header of the meeting agendas template	Open
	43. Look into the recruitment process - are our values being recruited too?	Recruitment process looked at with HR	LT	Jun-17	Simon Taylor	Yes		This has been agreed and will be looked into once an owner has been assigned	Open
	44. Embedding the vision, mission and values	All staff know the directorates mission vision and values Pulse survey	LT	Ongoing	Anna Gunn	Yes	n/a	Things that are happening at present: <ul style="list-style-type: none">• Screen Savers being looked into• Desk	Open

		Talking to staff						<ul style="list-style-type: none"> calendars Mugs Low Key Thank you Programme <p>Other options and ways need to be looked at e.g. appraisals</p> <p>This is an on-going process</p>	
45. Away Day 2016	Event held	LT	Sept-16	Anna Gunn	Yes	n/a		To be programmed shortly	Open
	Feedback gained								
	Attendance at event								
46. Away Day 2015	Event held	LT	Sep-15	Vanessa Chettleburgh/ Anna Gunn	Yes	n/a		Event held	Completed
	Feedback gained							Feedback gained	
	Attendance at event							Attendance	
47. Team visions shared	All team visions shared	QW	Jan-16	Anna Gunn	Yes	n/a		Team visions shared on the blog	Completed
48. Look at how appraisals are delivered:	Appraisals effectiveness looked into.	MT	Sept - 16	Robert Dewar	Yes	n/a		This has been agreed and will be looked into once an owner has been assigned	Open
	•Conversations are happening around mapping objectives in line with directorate objectives								
	• Our organisational values are used in appraisals								
	• Consider the use of KPIs								
	Objectives are being mapped around directorate objectives								
	Organisational Values are being used								
	The use of KPIs have been considered								
	Pulse surveys								
	Talking to staff								
49. Staff demonstrate our directorate values in their everyday working lives	Staff living by the directorates values	LT	Jun-17	All Staff	Yes	n/a		We expect all of our Finance Team to take ownership of their own engagement	Open
	Pulse survey								
50. Sharing of university wide initiatives in team briefs, one to ones, WHIF/ WHISHU	Pulse survey	QW	Mar-17	Gemma Lancaster	Yes	n/a		Gemma to send communications around university wide initiatives	Open
51. Vision Mission and Values booklet created this will be an online booklet,	Booklet created and shared with all directorate staff.	MT	Sept-17	Anna Gunn	Yes	n/a		This to be a reference booklet which contains our mission, vision and values. We would like to be creative and	Open
	A small								

	physical copies will be given to new starters	number printed out to give to new starters						visually appealing	
	52. Establish a general 'definition' for the terms student, student experience and impact to ensure staff have an understanding of what this means for Sheffield Hallam University.	Definitions created Definitions Circulated Ask staff if they have helped	QW	n/a	n/a	No	This is not a priority at present, however Anna will look into seeing if there is University Wide terminology for this.	n/a	Closed
	53. Look into going for some form of customer accreditation as a whole team. Customer Service Excellence is a Continues Improvement Tool, it is a Skills Tool and it is an independent validator of achievement which has clear measurable successes. http://www.customerserviceexcellence.uk.com/CSE_Standard.pdf	Accreditation looked into and actioned if applicable	LT	n/a	n/a	No	This is something we hope to pick up next year	n/a	Closed
	54. Actively seek and create spaces and opportunities for staff to think about the student experience in order to understand their impact.	Talk to staff Pulse Survey	MT	n/a	n/a	No	This is not a priority at present but could form part of the appraisal action.	n/a	Closed
	55. Desk Calendars 2017 - revamp and competition launched for the pictures to go on the calendar	Competition run Desk calendars handed out to the staff that want them	QW	Jan-17	Vanessa Chettleburgh/ Anna Gunn	Yes	n/a		Open

Theme:

Engaging Managers

Objective	Action	Measure	Type	When	Owner	Approved	If not why not	Progress	Achieved
We want our managers to empower their people to engage	56. Engaging managers workshop	Workshop held Feedback	QW	Oct-15	Vanessa Chettleburgh Anna Gunn	Yes	n/a	Managers workshop designed and delivered	Completed

fully with their team and the directorate. We want our managers to lead by example and embed the vision mission and values within their team. We want our managers to take ownership of their own and their team engagement and create a culture of engagement within the directorate.		gained						Feedback obtained	
	57. Ask staff what are they expect as behaviours of an engaged manager	Information gathered	QW	Nov-15	Anna Gunn	Yes	n/a	Feedback gained from all teams Information collated	Completed
	58. Managers Pledges created by all 15 teams within finance	Managers pledges created by all 15 teams	QW	Jan-16	Anna Gunn	Yes	n/a	Received half of the managers pledges back	Completed
	59. Explore how managers pledges can be embedded into the directorate so they can be used on a day to day basis	Managers Pledges being used in a tangible way e.g. appraisals or one to ones	MT	Sept-16	Carl McLennan	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned	Open
	60. "Birthday get together like that seen in SBS	Events happening monthly Feedback gained	QW	n/a	n/a	No	This is not being taken forward due the response from the engagement working group.	n/a	Closed
	61. Managers Development Programme created and delivered. To include hard and soft skills	Development programme materials created Development programme sessions taken place Survey - for feedback taken place	LT	Jun-17	Philip Severs	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned	Open
	62. Managers use the skills they learned in the development programme in their everyday work	Pulse survey	LT	Jun-17	Philip Severs	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned	Open
	63. Leadership Development Programme created and delivered. To include hard and soft skills	Development programme created Development programme sessions taken place Survey - for feedback taken place	LT	Jun-17	Philip Severs	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned	Open
	64. Leadership use the skills they learned in the development programme in their everyday work	Pulse survey	LT	Jun-17	Philip Severs	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned	Open
	65. Create a managers engagement working group to create a culture of engagement amongst	Managers Working group set up	QW	Mar-16	Anna Gunn	Yes	n/a	This group is to look at how some of the engagement actions can be imbedded in teams. Anna will call for Volunteers	Open

	manages so they can own the actions							for this group once Actions have been assigned	
66.	Looking into feedback channels for all managers, can they be improved so they can better understand their strengths and weaknesses	360 feedback considered Implemented if decision is made that this is the right approach	MT	Sept-16	Matthew Parkin	Yes	n/a	Commitment to looking into the appropriate tools for managers understanding of themselves	Open
67.	More visible senior leadership	Pulse survey	QW	Mar-16	Philip Severs	Yes	n/a	Philip has made a commitment to this so has the rest of the Finance Executive.	Open
68.	Managers tool kit created outlining top tips and good practice in employee engagement techniques	Tool kit created	MT	Sept-16	Anna Gunn/ Vanessa Chettleburgh	Yes	n/a	Anna and Vanessa will create a tool kit to help managers on their engagement quest.	Open
69.	Promote the managers tool kit	Tool kit given to all managers and communication about the tool kit delivered	MT	Sept-16	Anna Gunn/ Vanessa Chettleburgh	Yes	n/a	This will commence once the tool kit has been produced	Open
70.	Managers use the tool kit	Managers using the tool kit Pulse survey with managers and staff	MT	Sept-16	Anna Gunn/ Vanessa Chettleburgh	Yes	n/a	This will commence once the managers have received their tool kits	Open
71.	Support managers to provide 'spaces' for staff members on a one to one or collective basis to explore the impact and link between their roles and the direction of the directorate to the 'end user'.	Sessions happened Talk to staff has it improved ways of working	MT	Sept-16	Louise Walsh	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned	Open
72.	Create guidance for managers on how to encourage dialogues around the student experience, include opportunities for 'Out-of-building' experiences for staff to experience	Guidance created and used within the directorate Talk to staff has it improved ways of working	MT	n/a	n/a	No	This is not a priority at present but it doesn't stop teams from doing this themselves.	n/a	Closed

	the facilities on campus or support for team meetings.								
	73. A member of Finance Executive to attend a local team meeting (other than their own) at least once a quarter (rota to be produced)	Records kept of the number of times this is happening Talk to staff to see if they have had an impact on ways of working	QW	Mar-16	Philip Severs	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned	Open
	74. Investigate starting a buddy or mentoring scheme.	Buddy and mentoring scheme in operation	LT	Jun-17	Kay Simpson	Yes	n/a	Kay Simpson has been assigned as the owner	Open

One Team Activities

Objective	Action	Measure	Type	When	Owner	Approved	If not why not	Progress	Achieved
We aim to create a feeling of one finance team within the directorate.	75. Christmas Buffet	Event held	QW	Dec-15	Antonia Barton	Yes	n/a	Event held, Well attended by staff from all teams	Completed
	76. Summer BBQ	Event held Numbers attended	QW	Jul-16	Vanessa Chettleburgh	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned	Open
	77. Office Olympics	Event held Feedback gained	MT	Aug-16	Emma Scoffield	Yes	n/a	This has been agreed and will be looked into once an owner has been assigned	Open
	78. Photo Wall - online	Photo wall created and used by staff	QW	Jan-16	Vanessa Chettleburgh	Yes	n/a	Have photo wall online want to do more competitions around this to populate it and it be something nice for staff to look at and talk about together.	Complete
	79. Themed office days - run by the teams	Events held	MT	n/a	n/a	No	Logistically we don't think this is a sustainable activity but we would be open to suggestions of other ways to create a sense of community within the Directorate.	n/a	Closed
	80. Visually represent finance deadlines	Calendars and outlook calendar created	QW	Feb-16	Anna Gunn	Yes	n/a	Desk Calendars created and given out Dates collected	Open

								Outlook calendar set up in process	
	81. Christmas Buffet	Event held	QW	Dec-16	Antonia Barton	Yes	n/a		Open

Overall measures

Action	Measure	Type	When	Owner	Approved	If not why not	Progress	Achieved
82. Annual Engagement Health check Survey	Annual Engagement Health check survey taken place Data analysed and shared	LT	Sep-16	Anna Gunn	Yes	n/a		Open
83. Attendance record data collected and analysed	Collected, analysed and compared to previous year	LT	Feb-16	Anna Gunn	Yes	n/a	Contacted Hillary Hughes Awaiting data.	Open
84. Employee Engagement Health Check 2015	Survey completed Survey analysed Information shared	QW	Sep-15	Anna Gunn	Yes	n/a	Completed	Completed