Operational Priorities
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RESEARCH

Objective: Evaluation of REF performance, and lessons learned				
Activity	**How will this be measured?**	**What does success look like?**	**Owner**	**Outcome**
School review of REF performance	Evaluation reports by external reviewers	Completion of reports, and clear plan of action for next REF cycle	DoR/HoS	
Impact case planning	Annual review of ICSs	Early identification of possible REF impact cases and support needed for these	DoR	
Publication profile evaluation	RRE and annual reports; citations	Rolling profile of REF-able publications; performance management/support at early stage	DoR/HoDs/HoS	
Annual department reports to facilitate Environment Statement planning	Annual reports and School evaluation	Clear record of departmental success in research to facilitate Environment statements	DoR/DRDs	
Increased public profile/impact	Annual evaluation; public events; social media tracking	Updated/current website, increased public profile; External relations embedded across School	DoR/External Relations	

Objective: Restarting Research After Covid				
Activity	**How will this be measured?**	**What does success look like?**	**Owner**	**Outcome**
Continue to assess the impact of Covid on research plans	Periodic review research achievements through Departmental reports	Revise when necessary plans for more fully re-activating research in line with a range possible Covid scenarios and realistic targets	DoR/DRDs	
Continue evaluation of ongoing impact on funded research	Reports from PIs and RSO	Put in place support measures to mitigate delays where possible	DoR/RSO	
Restart fieldwork	Ethics applications and restart of projects	Fieldwork plans restarted	DoR	

Objective: Develop flexible funding strategy to engage new funding climate				
Activity	**How will this be measured?**	**What does success look like?**	**Owner**	**Outcome**

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Identify researchers/areas for possible large grant applications	Updated database	More staff engaged with/leading large grant applications and with Faculty strategic applications	DoR	
Strengthen Business Engagement links	KTPs and research led BE in line with strategy	Increasing applications to relevant funders/KTPs	DoR/BE	
Strengthen internationalisation research links	Applications and engagement with University/Faculty priorities	Formation of research partnerships with selected institutions	DoR/IL	
International research applications	Funding activity (e.g. GCRF)	Successful applications with international partners	DoR/IL	
Review of research Centres and identify new areas of growth	Annual reports, and decisions on applications to support new centres (e.g. HSiF)	Tighter/more active research centres, monitoring target delivery; development of 1 new Centre	DoR	

PGR

Objective: Integration of PGRs into Department Research Culture				
Activity	**How will this be measured?**	**What does success look like?**	**Owner**	**Outcome**
Continue to review departmental plans and activities around research culture.	Attendance of PGRs at Department seminars/ events with academic staff	Clear audit of each department PGR research culture involvement and plans for improvement/expansion	Director PGR	

Objective: Improve PGR Completion Rates				
Activity	**How will this be measured?**	**What does success look like?**	**Owner**	**Outcome**
Fully implement mid-year review and annual review processes within departments	School report of review.	Develop action plan based upon review	Director PGR	
Develop School guidance and share best practice for supervision	Guidance document generated	Disseminated to supervisors and follow up review of this.	Director PGR	

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Objective: Improve on PRES results				
Activity	How will this be measured?	What does success look like?	Owner	Outcome
Review PRES 2021 data to identify areas of strength and weakness	Develop an action plan to improve in the key areas identified in the PRES 2021	Achievable action plan including PGR involvement; improved results in PRES 2023	Director PGR	

TEACHING, LEARNING AND STUDENT EXPERIENCE

Objective: Enhance student support, including well-being, academic support and employability.				
Activity	How will this be measured?	What does success look like?	Owner	Outcome
Continue to enhance SoSS Student Support	Students' reported satisfaction and engagement with Student Welfare team	Progress in completions and grades, in addition to reported improvements in well-being and student satisfaction	Leads: DoTL and HoTL Head of Student Support	
Increase the number of SoSS programmes that offer "with professional experience" Embedding employability in the curriculum	SoSS Employability Lead Action Plan Graduate outcomes data Engagement in "with professional experience" Engagement with Q-step programme	Increase in the number of programmes that offer "with professional experience" opportunity and in the number of students taking it Improvement in employability statistics	Leads: DoTL and HoTL SoSS Employability Lead	
Improvement of AA support	Senior AA contribution to School Student Experience Action Plan Improved engagement Academic Advising	Increase in the student satisfaction with AA (e.g. NSS and students nominating their AA for Hums outstanding performance), increased consistency in experience and practice across the School	Leads: DoTL and HoTL SoSS Senior AA	

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Objective: Explore, evaluate and share initiatives that contribute to a sense of belonging and partnership with students				
Activity	**How will this be measured?**	**What does success look like?**	**Owner**	**Outcome**
Embedding regular opportunities for informal extra-curricular engagement (e.g. study groups, drop-in sessions, quiz/competitions, guest lectures, programme level discussion boards, etc.)	Programme/Department SEAPs NSS/PTES	Improvement in NSS scores, engagement with extra-curricular activities	Leads: DoTL and HoTL SoSS T&L Committee	
Objective: Continue developing high-quality blended teaching and improving assessment/feedback practices				
Activity	**How will this be measured?**	**What does success look like?**	**Owner**	**Outcome**
Create regular opportunities to identify and share good practice and positive teaching/assessment innovation	Use of resources, seminar series and activities hosted by the Centre for Innovation in Pedagogy, CIP.	Improvement in NSS scores Increase in staff/student engagement with CIP activities Increase in number of colleagues engaging with professional accreditation and teaching award nominations	Lead: DoTL	
Objective: Implement new operational structures to support the 3+1 UG exchange for all UG SoSS degrees, including growth of UG exchange partnership contracts in collaboration with the T&L director and SoSS T&L committee				
Activity	**How will this be measured?**	**What does success look like?**	**Owner**	**Outcome**
Enhance experience and engagement with study abroad	SoSS Internationalisation Lead contribution to School SEAP, increased engagement and reported satisfaction with study abroad Number of partnerships and availability of 3+1 programmes	Increase in number of students successfully completing study abroad years	Leads: DoTL and HoTL SoSS Internationalisation Lead	
Objective: Implement the outcomes of the APP Task and Finish Group				
Activity	**How will this be measured?**	**What does success look like?**	**Owner**	**Outcome**

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Create a SoSS APP with measureable outcomes	Progress to be measured by the APP Task and Finish Group/ STLC	Improvement in WP achievements Increase in WP intake	Lead: DoTL. HoTLSE and DSR	

SOCIAL RESPONSIBILITY

Objective: Embed our Athena Swan monitoring processes and prepare extension application for Bronze award				
Activity	**How will this be measured?**	**What does success look like?**	**Owner**	**Outcome**
Continue embedding AS monitoring into the School structures	Follow up communication with senior managers Analyse staff survey returns and develop priorities accordingly (with EDI cttee) Update AS Action Plan	Complete the first annual cycle of AS monitoring. Identify and resolve main issues.	SR Dir/ Senior Mngs.	
Extension Application for Bronze Award	Completion and submission of application	Submission to be filed by November 2021	SR Dir/ Eng. Mng	

Objective: Develop a more integrated approach to our WP strategy, in terms of admissions, attainment and employability				
Activity	**How will this be measured?**	**What does success look like?**	**Owner**	**Outcome**
Follow up on WP report by Social Statistics	Discuss key findings in the SR Committee, SLT and SPRC, identify priorities, roll out initial steps in implementation.	Improvement in the experience of WP students on admissions, attainment and employability. More joined-up work between the T&L and SR Committees and PS staff	SR Dir/ T&L Dir, SE mgr.	

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Greater integration of our pre-university courses	Monitoring of new Criminology programme. Synergies between Pathways to Law and our Pre-University courses identified.	Stronger uptake of our pre university courses More efficient allocation of PS resources in this area. Greater staff buy into this agenda	SR Dir/ UG office/ T&L Dir / SE mng	
Raising the profile of our Lemm Sissay Law Bursary	Review moves towards more 'local' PS ownership of the scheme Review detailed information campaign.	Larger pool of applicants Better publicity to raise the WP of the School	SR Dir/ UG office/EP lead	

Objective: Implement measures to strengthen the diversity of our curriculum				
Activity	How will this be measured?	What does success look like?	Owner	Outcome
Update the website to include our '15 action points' on curriculum' reform.	Review engagement with AV resources, examples of module reform and 'How to' Guides that are uploaded online	Greater student and staff engagement with our website More examples of curriculum reform across the School	SR Dir	
Integration of our action points into our T&L and Athena SWAN processes	Monitor progress in EDI and T&L Committees	Changes to our internal procedures (where appropriate) in incorporate action points.	SR Dir/ T&L Dir / SE mng	
Workshop on Curriculum reform	To accompany the 'How to' Guide. To be generic enough to allow for participation across the School.	Strong uptake from staff and TAs across the School	Soumhya Venkatesan/ SR Dir	

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Objective: Staff engagement and well-being				
Activity	**How will this be measured?**	**What does success look like?**	**Owner**	**Outcome**
Communicating with staff via email; School bulletin; open meetings; line managers 1:1s; School Board.	Engagement with bulletin (percentage of those who have opened); attendance at Open Meetings and School Board; feedback to SLT/ SPRC.	High attendance at open meetings and School Board; Number who open bulletin; positive feedback as reported to SLT/ SPRC;	SR Director/ ER Director/ Staff Liaison Lead	

Financial stability and contribution

Objective: Maintain financial stability and strong contribution				
Activity	**How will this be measured?**	**What does success look like?**	**Owner**	**Outcome**
Maintain academic and PS staffing savings where possible, and budget strategically and flexibly to support essential teaching and enable top-level research	Plan, monitor and evaluate areas of expenditure	Strong contribution	HoS/ HoSO	
Maintain OOE savings where possible	Plan, monitor and evaluate areas of expenditure	Strong contribution	HoS/ HoSO	