

Operational Priorities
2021-22
School: Social Sciences

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	Plans under way to conduct School-wide/targeted external review in 2022-23 Semester 2.
Impact case planning	Annual review of ICSs	Early identification of possible REF impact cases and support needed for these	DoR	Faculty driven ICS audit continues. Bespoke support offered to departments by School KE and Impact Officer. Ground up School wide understandings of potential need surfacing.
Publication profile evaluation	RRE and annual reports; citations	Rolling profile of REF-able publications; performance management/support at early stage	DoR/HoDs/HoS	RRE suspended and format is under review by the Faculty. So there is some uncertainty here.

Operational Priorities
2021-22
School: Social Sciences

				Consultation with HoDs and DRDs has been fed in to this process. HoS and DoR have canvassed HoDs about specific development and support needs. Responses a little slow and patchy.
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	Depts are better disposed towards this following successful REF outcomes. Light touch review will be implemented by DoR for report back in October 2022.
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	DoR planning to meet with SoSS External relations team in July to review and progress

Operational Priorities
2021-22
School: Social Sciences

				website update.
--	--	--	--	-----------------

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	Situation settling down but with new wave of CV-19 imminent remains under review.
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	Regular evaluation by DoR with SRO. End of financial year spending restrictions on School and Faculty recovery funds awarded has constrained planned outputs.
Restart fieldwork	Ethics applications and restart of projects	Fieldwork plans restarted	DoR	Building up again. Restarted. AIG insurance for overseas research is under review by the Faculty.

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

Operational Priorities
2021-22
School: Social Sciences

Identify researchers/areas for possible large grant applications	Updated database	More staff engaged with/leading large grant applications and with Faculty strategic applications	DoR	Database regularly updated. Engagement levels and potential under review by the DoR with SRO. New initiative on health research showing emphasis on non traditional funding sources.
Strengthen Business Engagement links	KTPs and research led BE in line with strategy	Increasing applications to relevant funders/KTPs	DoR/BE	Development of KTP for SoSS in process, including February workshop with HoDs. Key work continues within the streams of Legal Tech, Healthy Ageing and Digital Securities. First financial project with global professional resource provider (Lexis Nexis) has been secured to

Operational Priorities
2021-22
School: Social Sciences

				facilitate legal tech research.
Strengthen internationalisation research links	Applications and engagement with University/Faculty priorities	Formation of research partnerships with selected institutions	DoR/IL	Some success with established strategic partners (scholarship, networks, workshops) but dominated by Law and Sociology. We need to explore the potential for, and encourage, broader engagement across the School.
International research applications	Funding activity (e.g. GCRF)	Successful applications with international partners	DoR/IL	Partnerships demonstrate a wide geographical range. Funders are more EU/Eurocentric. A post-REF audit will be undertaken with a view to development. Note that GCRF funding no

Operational Priorities
2021-22
School: Social Sciences

				longer exists. Alternatives include, e.g., UKRI fund for International Collaboration, Horizon Europe.
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	Report completed and submitted to Faculty

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	One audit completed, and plans started to be revisited.

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	Supervisor training/ development sessions flagged up good practice/guidance – full review to be carried out.
Develop School guidance and share best practice for supervision	Guidance document generated	Disseminated to supervisors and follow up review of this.	Director PGR	Slight change to this as there is a lot of good

Operational Priorities
2021-22
School: Social Sciences

				guidance and support which there are problems with accessing – decision made to collate all existing support and to share with supervisors.
--	--	--	--	---

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	Action Plan developed however this cannot be evaluated this year due to the biannual nature of PRES – next one 2023).

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

Operational Priorities

2021-22

School: Social Sciences

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	<p>Appointment of a new G7 Student Service, Support and Development Manager, an additional Welfare Officer, a cohort of Senior Tutors and an intern has provided additional support for students this year. We have also introduced student drop-ins which have been well received.</p> <p>Covid created an additional challenge due to a) an increase in students presenting with a range of mental health issues b) academic progression issues due to potential grade inflation and c) greater isolation</p>
--	--	---	---	---

Operational Priorities
2021-22
School: Social Sciences

				for some students. Therefore, these actions may not translate into improvements to NSS in this area.
<p>Increase the number of SoSS programmes that offer “with professional experience”</p> <p>Embedding employability in the curriculum</p>	<p>SoSS Employability Lead Action Plan</p> <p>Graduate outcomes data</p> <p>Engagement in “with professional experience”</p> <p>Engagement with Q-step programme</p>	<p>Increase in the number of programmes that offer “with professional experience” opportunity and in the number of students taking it</p> <p>Improvement in employability statistics</p>	<p>Leads: DoTL and HoTL</p> <p>SoSS Employability Lead</p>	<p>We are currently supporting Social Anthropology and Criminology to submit programme amendments with proposals to offer ‘with professional experience’.</p>
<p>Improvement of AA support</p>	<p>Senior AA contribution to School Student Experience Action Plan</p> <p>Improved engagement Academic Advising</p>	<p>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</p>	<p>Leads: DoTL and HoTL</p> <p>SoSS Senior AA</p>	<p>The school recruited a cohort (12 FTE) of Senior Tutors this year to support academic advising of yr 1 students. Initial feedback has been positive and we have seen an increase in consistency of experience for this group of</p>

Operational Priorities
2021-22
School: Social Sciences

				students. This resource has now been extended for 2 years and we will continue to evaluate the impact during this time.
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	Now built into school and department /programme SEAPs. Ran student focus groups this semester – action plan in progress.
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 SoSS T&L Website.	Improvement in NSS scores Increase in staff/student engagement with SoSS T&L Website Increase in number of colleagues engaging with professional accreditation and teaching award nominations	Lead: DoTL	Website updated, supported by academic leads and interns. Initial activities to be planned and to take place by the end of 21/22 academic year. We set up monthly drop-in sessions open to all colleagues in

Operational Priorities
2021-22
School: Social Sciences

				the School to meet and provide peer support toward LEAP/AdvanceHE Fellowship applications.
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	STLC approved move to year-long study abroad for all programmes. Continuing to promote international collaboration opportunities across the school
Objective: Implement the outcomes of the APP Task and Finish Group				
Activity	How will this be measured?	What does success look like?	Owner	Outcome
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	WP group made recommendations to be taken forward this semester. This will, in turn, feed in to school/Faculty APP

Operational Priorities
2021-22
School: Social Sciences

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.	EDI Facts and Figures to be completed. Letter to senior managers to be sent by the end of July
Extension Application for Bronze Award	Completion and submission of application	Submission to be filed by November 2021	SR Dir/ Eng. Mng	Completed. Award made in June 2022

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.	Slightly delayed. Draft report on WP and employability completed. Still need to decide what specific actions come out of it.

Operational Priorities

2021-22

School: Social Sciences

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	No need to 'integrate' pre university courses as moved to a DL version only. Uptake has been significantly increased as a result. Review of criminology DL will be known at Confirmation and clearing.
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	Achieved. First LS bursary awarded. A good field of applicants for 2022-3 entry

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	Achieved. Plenary session and practical workshop on inclusive teaching due in February. Website updated. Good uptake to the

Operational Priorities

2021-22

School: Social Sciences

				call for funding to support diversification.
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	Ongoing.
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	Workshop completed in February.

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	Ongoing. On-line meetings continue to be well attended. Unfortunately because the bulletin goes out via listserv, it is not possible to monitor numbers who open it. Some positive feedback has been received but perhaps a better indicator is a lack of negative feedback.

Operational Priorities
2021-22
School: Social Sciences

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	SoSS continues to make a strong contribution £53.2m, 56% For 2021/22.
Maintain OOE savings where possible	Plan, monitor and evaluate areas of expenditure	Strong contribution	HoS/ HoSO	SoSS continues to make a strong contribution.