



The University of Manchester

School of Law
Operational Priorities 2014-15

Summary of Key Operational Priorities

World Class Research

- Priority one: To improve research income generation. Target 2014-15: Increase total RGC income from by 20%, to £0.6m in 2014-15
- Priority two: To enhance the quality of research outputs. Outcome 2014 -15: To implement individual research planning & review system and to establish research outputs information system (modelled on REFMS).
- Priority three: To improve our academic influence and social impact. Target 2014-15: To ensure that 10% of publications fall in the top 10% of cited papers in their field. Outcome 2014-15: To increase accessibility of publications through green and gold Open Access
- Priority four: To maintain our now high quality intake of postgraduate research students and to continue with our improvement of supervision and completion rates. Target 2014-15 65% 4 year completions; 80% 5 year completions

Outstanding Learning and Student Experience

- Priority one: To continue to improve the student experience. Target 2014-15: To increase the NSS overall satisfaction score from 92% in 2012-13 to be at least 93% in 2014-15 and PTES overall satisfaction scores to 4% above the sector average in 2014-15
- Priority two: To improve graduate employability rates. Target 2014-15: To increase the DLHE positive graduate employment rate from 75.1% in 2012-13 to be at least 77% in 2014-15
- Priority three: To ensure that our recruitment strategies take account of widening participation as well as meeting target. Targets 2015: LPN/POLAR 10%; NS-SEC 23%; tuition fee income 14.5 million
- Priority four: To ensure that our provision is cost effective. Outcome 2014-15: rationalise and reduce the number of course units offered across all programmes
- Priority five: To develop new programmes where appropriate. Outcomes 2014-15: To progress development of joint UG law degrees and integrated masters if appropriate; To progress development of Global LLM if appropriate; To progress the development of PGT DL if appropriate.

Social Responsibility

- Priority one: To continue to develop research on topics of significant social and ethical importance. Outcomes 2014-15: Increase in research that has a social and ethical dimension
- Priority two: To provide opportunities for students within the School to be confronted with major social and ethical issues. Target 2014-15: Number of cases dealt with by LAC increased by 50%. Outcome 2014-15: enhance students' understanding and practical experience of working with particularly sensitive issues and learning to be objective when it comes to ethical situations.
- Priority three: To provide further opportunities for the School to engage with local communities. Target 2014-15: establish a referral centre at the Civil Courts of Justice. Outcome 2014-15: extend our outreach to the communities in Greater Manchester and beyond through LAC.
- Priority four: To champion staff equality and diversity. Outcome 2014-15: Improved staff morale.

Enabling Strategies

- Priority one: Quality People - to recruit, develop and retain outstanding people through operationalization of the University's People Strategy.
- Priority two: Estates - to contribute to the Estates strategy through the Law School's move to Coupland III
- Priority three: Managing Information - to ensure that School level data is robust by correct completion in University systems - Campus Solutions, e-Prog, monitoring of attendance. 2014/15 target 100% completion of e-prog.
- Priority four: Internationally competitive funding - to develop and implement a range of surplus generating CPD and DL initiatives where appropriate
- Priority five: A Reputation for Excellence - to improve the School of Law's position in League Tables. 2014-15 targets: improved REF, NSS, PTES, PRES, REF, Graduate Employability
- Priority six: An International Institution – to implement the School's Internationalisation Strategy
- Priority seven: Quality Processes – to improve contribution to 53.3% and improve the overall efficiency and effectiveness of business processes and systems
- Priority eight: Environmental Sustainability – reduction in carbon footprint

Goal One: World-class Research***School high level KPI targets***

	2012-13 (actual)	2013-14(target)	2014-15(target)
Total research grant and contract income (£m)	0.5	0.6	0.6mTBC
International research income (£m)	0.1	0	0.12 m TBC
Business R&D income (£m)	0	0	0.02m TBC
Proportion of citations in top 10% (%)	5.8	11.5	12

School Operational Priorities

Priority One (Research Grants & Contract income)		
To improve research income generation		
School Target/Outcome (Measures of success):		
(i) <i>To increase total RGC income from £0.5m in 2012-13, by 20%, to £0.6m in 2014-15</i>		
(ii) <i>To increase international RGC income from £0.1m in 2012-13, by 20%, to £0.12m in 2014-15</i>		
(iii) <i>To increase business RGC income from £0.0m in 2012-13 to £0.02m in 2014-15</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a) <i>Implement and monitor new peer review process for applications</i>	a) <i>Ongoing</i>	a) <i>DoR (with RSS hub)</i>
b) <i>Ensure efficient dissemination of funding opportunities information</i>	b) <i>Ongoing</i>	b) <i>DoR (with RSS hub)</i>
c) <i>Organise targeted information sessions and applicant learning sets for specific schemes (e.g. ESRC Future Leaders etc)</i>	c) <i>Various during year</i>	c) <i>DoR</i>
d) <i>Continue to encourage, stimulate and facilitate applications to pump-priming funds (e.g. SIRF)</i>	d) <i>Ongoing</i>	d) <i>DoR/Research leaders</i>
Priority Two (Post REF2014 Research Performance: quality)		
To enhance the quality of research outputs		
School Target/Outcome (Measures of success):		
(i) <i>To implement individual research planning & review system</i>		
(ii) <i>To establish research outputs information system (modelled on REF Management System).</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a) <i>Develop documentation and procedures for planning & review system</i>	a) <i>Nov 14</i>	a) <i>DoR/RSG</i>
b) <i>Conduct first round of reviews</i>	b) <i>June 15</i>	b) <i>DoR/Research</i>

		leaders
c) Establish options for outputs information system	c) Oct 14	c) DoR
d) Implement outputs information system	d) From Dec 14	d) DoR
Priority Three (Post REF2014 Research Performance: influence and impact)		
To improve our academic influence and social impact		
School Target/Outcome (Measures of success):		
(i) Target: To ensure that 12% of publications fall in the top 10% of cited papers in their field.		
(ii) Outcome: To increase accessibility of publications through green and gold Open Access		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a) Advice on individual publication strategies included in research planning & review guidance	a) Nov 14	a) DoR/RSG
b) Maximise accessibility of 'back catalogue' of publications (green or gold OA) through scholar	b) Mar 15	b) DoR/Research leaders
c) Develop social media strategy for research publication promotion	c) Apr 15	c) DoR/RSG
d) Develop (and implement) impact support plan	d) Oct 14 (and ongoing)	d) DoR/RSG (with impact support officer)

Postgraduate Research

Priority One		
To maintain our now high quality intake of postgraduate research students		
School Target/Outcome (Measures of success):		
(i) At least maintain PGR intake at 2013/14 levels		
(ii) Increase the number of publications produced by PGR students during their time as registered students, both single authored and co-authored with academic staff		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a) Maintaining standards in recruitment and awarding Scholarships	a) On-going	a) Dir PGR
b) Proactively encouraging progression from PGT and UG (1+3) by holding sessions on funding opportunities and master classes on writing proposals	b) On-going	b) Dir PGR
c) Explore new models for PGR recruitment to improve admission rates of the brightest students through targeted recruitment initiatives. Improve our strategies for international PGR recruitment, in the first instance through liaising with the international office to identify opportunities for engagement with prospective Phd students. Explore more effective ways of online promotion of our programmes (increased use of social media; use of video resources on School website that will have appeal to Phd students).	c) On-going	c) Dir PGR/ Manager Recruitment & Admissions
d) Further integration of PGR students with research groups and the wider research community by encouraging attendance of PGR students at School Research Seminars and further develop 'Work in Progress' seminar series for	c) On-going	c) DoR/Dir PGR

<i>PGRs and invite academic staff to attend these sessions.</i>		
Priority Two		
To further develop activities in the ESRC NWDTC and North West Consortium DTP (NWCDTP)		
School Target/Outcome (Measures of success):		
<i>(i) Outcome: Students and colleagues making funding applications funding to ESRC DTC and the NWCDTP to develop 'bottom up' research initiatives</i>		
<i>(ii) Outcome: Number of funded pathway students (and others doing research relevant to pathway) accessing training at the participating institutions</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
<i>a) Ensure all funded pathway students (and others doing research relevant to pathway) access training at the participating institutions.</i>	<i>a) On-going</i>	<i>a) Dir PGR</i>
<i>b) Encourage students from ESRC NWDTC NWCDTP to attend and present (if appropriate) at the School of Law PGR annual conference.</i>	<i>b) 31st October 2014</i>	<i>b) Dir PGR</i>
<i>c) Establishment of a conference/training day on international law and legal methodologies to be organised and delivered to all students in the institutions that make up the NWCDTP.</i>	<i>c) 30th April 2015</i>	<i>c) Dir PGR</i>
<i>d) To encourage students and colleagues to apply for funding from ESRC and NWCDTP networks to support training events.</i>	<i>d) On-going</i>	<i>d) Dir PGR</i>
Priority Three		
To continue with our improvement of supervision and completion rates		
School Target/Outcome (Measures of success):		
<i>(i) Target(s): 65% 4 year completions; 80% 5 year completions</i>		
<i>(ii) Outcome(s): Produce repository of information for both staff and students around expectations for progression and completion</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
<i>a) To improve completion by implementation of new annual review process which includes the creation of a PGR progress committee to make progress decisions reported to PGRC</i>	<i>a) On-going</i>	<i>a) Dir PGR</i>
<i>b) Continue with delivery of Supervisors Forums to facilitate the sharing of 'best practice' for supervisors.</i>	<i>b) March 2015</i>	<i>b) Dir PGR</i>
<i>c) Further e-Prog training sessions to ensure 100% completion by supervisors and students.</i>	<i>c) Dec 2014</i>	<i>c) Dir PGR</i>
<i>d) Implementation of strategies to respond to the information elicited from our review of performance indicators (e.g. eprog completions; timely completion of doctorates). Such strategies will include internal review of Bi and Bii awards, with any action points reported to School PGR committee; progression decisions undertaken by a progress committee and reported to PGR Committee; development/securing of training opportunities for those whose supervision is found wanting by these processes). Embed auditing mechanisms within the PGR calendar to review the operational effectiveness.</i>	<i>d) On-going</i>	<i>d) Dir PGR</i>
<i>e) Ensure all employment opportunities offered to Phd students in the School involve consultation and approval of PGR director, to ensure that such appointments will not compromise the student's timely completion.</i>	<i>e) On-going</i>	<i>e) Dir PGR</i>

Priority Four		
PGR Student Experience		
School Target/Outcome (Measures of success):		
<i>(i) Target(s):</i>		
<i>(ii) Outcome(s): To improve student satisfaction as measured by PRES</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
<i>a) Undertake annual review of training needs in consultation with relevant HoDAs to ensure that appropriate training is provided in conjunction with opportunities available via Researcher Development Framework, Methods@manchester and artsmethods@manchester.</i>	<i>a) On-going</i>	<i>a) Dir PGR</i>
<i>b) Encourage student-led initiatives and school support of these in material and financial terms (e.g. Phd in progress; subject specific discussion groups; e.g. IP forum; Commercial Law discussion group which is co-chaired by Phd student).</i>	<i>b) On-going</i>	<i>b) Dir PGR</i>
<i>c) Encouragement of students to make use of internships, mooting opportunities etc</i>	<i>c) On-going</i>	<i>c) Dir PGR</i>
<i>d) To continue to work with PGR Student Reps to ensure that the needs of PGR students are being met</i>	<i>d) On-going</i>	<i>d) Dir PGR</i>
<i>e) To look at mechanisms to support visiting PhD students</i>	<i>e) On-going</i>	<i>e) Dir PGR</i>

Goal Two: Outstanding Learning and Student Experience

School high level KPI targets

	2012-13 (actual)	2013-14(target)	2014-15(target)
Student Satisfaction %	92	90	91
Positive Graduate Destinations %	75.1	76	77
Low Participation Neighbourhoods %	9.9	10	10
Lower Socio-Economic Groups %	22.9	23	23
Tuition Fees (£m)	10.2	12.7	14.5

School Operational Priorities

Priority One (Student experience)		
To continue to improve the student experience		
School Target/Outcome (Measures of success):		
<i>(i) To maintain the NSS overall satisfaction score of 92% in 2012-13 to be at least 90% in 2014-15</i>		
<i>(ii) To increase PTES overall satisfaction scores to 4% above the sector average in 2014-15</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
<i>a) To continue to develop good communications with the student population and be responsive to their needs at all times – regular newsletters, staff/student committees, focus groups etc</i>	<i>a) On-going</i>	<i>a) Dir T&L</i>
<i>b) Continue to share good practice on how assessment and feedback (NSS Q9-36) can be improved, and to monitor assessment and feedback performance</i>	<i>b) On-going</i>	<i>b) Dir T&L</i>
<i>c) Continue to offer one to one sessions for students wanting to improve their performance</i>	<i>c) On-going</i>	<i>c) Dir T&L</i>
<i>d) Provide more opportunities for 'social interaction' between staff and students at programme level to improve student identity</i>	<i>d) On-going</i>	<i>d) Dir T&L</i>
<i>e) Ensure that the new curriculum for Law is delivered and issues addressed quickly and develop curriculum for year two</i>	<i>e) On-going</i>	<i>e) Dir UG Studies</i>
Priority Two (Graduate employability)		
To improve graduate employability rates		
School Target/Outcome (Measures of success):		
<i>(i) To increase the DLHE positive graduate employment rate from 75.1% in 2012-13 to be at least 77% in 2014-15</i>		
<i>(ii)</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
<i>a) Implementation of Employability Action Plans</i>	<i>a) Oct 2014</i>	<i>a) Dir Ext Rel</i>
<i>b) Continue to offer CV clinics to UGs</i>	<i>b) On-going</i>	<i>b) Dir Ext Rel</i>

c) Work closely with the careers service to ensure that students receive appropriate advice for alternative careers to Law	c) On-going	c) Dir Ext Rel
d) Increase the number of placements that can be provided by the LAC	d) July 2015	d) Dir Ext Rel
e) Deliver 'Business of Law' - introducing students to the different sizes and types of law firms and how they operate	e) Oct 2014	e) Dir Ext Rel
f) Seek to engage local smaller law firms to offer placements	f) On-going	f) Dir Ext Rel
Priority Three (Student recruitment)		
To ensure that our recruitment strategies take account of widening participation as well as meeting target		
School Target/Outcome (Measures of success):		
<i>(iii) To increase the Low Participation Neighbourhoods rate (LPN, POLAR 3) from 9.9% in 2012-13 to be at least 10% in 2014-15</i>		
<i>(iv) To increase the lower socio-economic groups rate (NS-SEC) from 22.9% in 2012-13 to be at least 23% in 2014-15</i>		
<i>(v) To increase tuition fee income from £10.2m in 2012-13, by 42% to be £14.5m in 2014-15</i>		
<i>(vi) To meet student recruitment targets for 2014-15</i>		
<i>(vii) To increase PGT OS recruitment</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a) To continue to target & engage with LPN Schools and colleges and lower socio-economic groups to include visit days, presentations etc	a) On-going	a) UG Admissions Coordinator
b) To continue to work with the Sutton Trust in delivering the 'Pathways to Law' programme	b) On-going	b) Dir Ext Rel
c) To continue with participation in the MAP programme	c) On-going	c) UG Admissions Coordinator
d) To develop a Recruitment Marketing Plan to cover UG/PGT/PGR	d) On-going	d) Dir Ext Rel
Priority Four (Portfolio Review)		
To ensure that our provision is cost effective		
School Target/Outcome (Measures of success):		
<i>(i) ..</i>		
<i>(ii) Outcome: rationalise and reduce the number of course units offered across all programmes.</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a) To look at merging optional 3 rd year UG units where appropriate in order to rationalise and develop a team teaching approach	a) Jan 2015	a) Dir T&L
b) To review LLM course units and streams and rationalise where appropriate	b) Jan 2015	b) Dir T&L
c) To keep under review CSEP and Criminology PGT programmes	c) Dec 2014	c) Dir T&L
Priority Five (Development of new activities)		
To develop new programmes where appropriate		
School Target/Outcome (Measures of success):		
<i>(i) Outcomes: To progress development of joint UG law degrees and integrated masters if appropriate; To progress development of Global LLM if appropriate; To progress the development of PGT DL if appropriate</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a) Conduct market research into other HEIs offering DL and numbers of students	a) Dec 2014	a) Dir T&L

<i>b) Conduct market research into joint UG Law degrees and progress with MBS the development of a Law with Business programme.</i>	<i>b)Feb 2015</i>	<i>b)Dir T&L</i>
<i>c)To investigate developing a Global LLM programme utilising MBS Global Centres as a delivery platform and a joint masters in Law and Finance with MBS</i>	<i>c)March2015</i>	<i>c)Dir T&L</i>

Goal Three: Social Responsibility

School Operational Priorities

Priority One (Research with Social Impact)		
To continue to develop research on topics of significant social and ethical importance		
School Target/Outcome (Measures of success):		
<i>(i) Outcomes: Increase in research that has a social and ethical dimension.</i>		
Key Actions and Milestones to achieve targets		
<i>a) To develop and contribute to research projects in Corporate Social Responsibility with Law firms, other employers, charitable organisations e.g. Liberty and Lawworks</i>	<i>a)On-going</i>	<i>a)Dir T&L/ Dir Ext Rel</i>
<i>b) Supporting Centre for Criminology and Criminal Justice in their work on Drugs, gangs and similar social phenomena</i>	<i>b)On-going</i>	<i>b)DoR</i>
<i>c) Continuing with research on war and warfare, terrorism, housing, consumer, family and child law, health law, rehabilitation of offenders etc.</i>	<i>c)On-going</i>	<i>c)DoR</i>
Priority Two (Socially-Responsible Graduates)		
To provide opportunities for students within the School to be confronted with major social and ethical issues		
School Target/Outcome (Measures of success):		
<i>(i) Target: Number of cases dealt with by LAC increased by 50%</i>		
<i>(ii) Outcome: enhance students' understanding and practical experience of working with particularly sensitive issues and learning to be objective when it comes to ethical situations.</i>		
Key Actions and Milestones to achieve targets		
<i>a) Extended opening hours of the LAC needs to be publicised to local communities increased marketing on website, leaflets and use of legal advice centre student society</i>	<i>a)September 2014</i>	<i>a) Dir Ext Rel and Dep Dir LAC</i>
<i>b) Students encouraged to participate</i>	<i>b)On-going</i>	<i>b) Dir Ext Rel and Dep Dir LAC</i>
<i>c) Using our honorary teaching fellows and professors and members of the judiciary e.g. Lord Neuberger and Professor Shami Chakrabarti to both teach our students to become more socially and ethically aware</i>	<i>c)On-going</i>	<i>c) Dir Ext Rel</i>
Priority Three (Engaging Our Communities)		
To provide further opportunities for the School to engage with local communities		
School Target/Outcome (Measures of success):		
<i>(i)Target: establish a referral centre at the Civil Courts of Justice, a partnership with Manchester legal services, Lawworks and The Judiciary</i>		
<i>(ii)Outcome: extend our outreach to the communities in Greater Manchester and beyond through LAC and be able to refer those clients who have no advice due to lack of legal funding e.g. Litigants in Person</i>		

Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
<i>a) Work with Manchester Legal Services, Lawworks and the Judiciary to secure funding for a referral centre at the Civil Courts of Justice</i>	<i>a) July 2015</i>	<i>a) Dir Ext Rel</i>
<i>b) Host a public event in the area of Access to Justice and Human Rights</i>	<i>b) November 2014</i>	<i>b) Dir Ext Rel</i>
<i>c) Introduction of new clinics e.g. education law clinic at the LAC to meet needs of the community</i>	<i>c) On-going</i>	<i>c) Dir Ext Rel</i>
Priority Four (Responsible Processes)		
To champion staff equality and diversity		
School Target/Outcome (Measures of success):		
<i>(i)</i>		
<i>(ii) Outcome: Improvement in morale across the School</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
<i>a) Develop Athena Swan initiatives and Action Plan</i>	<i>a) July 2015</i>	<i>a) Deputy HoDA Law</i>
<i>b) To develop a School policy on expected behaviours</i>	<i>b) Dec 2014</i>	<i>b) HoSA</i>
<i>c) To offer a PSS apprenticeship and two graduate internships</i>	<i>c) Sept 2014</i>	<i>c) HoSA</i>
Priority Five (Environmental Sustainability)		
These priorities are organised under Enabling Goal 8: Environmental Sustainability		

Enabling Strategies

School high level KPI targets

	2012-13 (actual)	2013-14(target)	2014-15(target)
Financial outcome (contribution)	48.7% of income	50.1% of income	53.3% of income TBC
Compliance	100%	100%	100%

School Operational Priorities

1) Quality People

Priority One		
To recruit, develop and retain outstanding people through operationalisation of the University's People Strategy.		
School Target/Outcome (Measures of success):		
<i>(i) Outcomes: retention of high performing staff; improve the capacity and capability of academic and PSS managers in the School.</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
<i>a) Ensure that the School's recruitment follows HR processes to ensure that staff recruited (academic and administrative) take account of equality and diversity</i>	<i>a) On-going</i>	<i>a) HoS/ HoSA</i>
<i>b) Ensure that staff are properly supported in their development needs and that PDR, mentoring and peer review are all working effectively in order to raise awareness of development needs</i>	<i>b) On-going</i>	<i>b) HoDAs/ Dir Staff Development</i>
<i>c) That academic and PSS managers attend relevant training in the Faculty</i>	<i>c) On-going</i>	<i>c) HoS/ HoSA</i>
<i>d) Ensure that performance issues are dealt with effectively and in a timely manner following the University Procedures and working with our HR Business Partner. This includes ensuring probation and PDR objectives are clearly communicated to colleagues</i>	<i>d) On-going</i>	<i>d) HoS/ HoSA</i>
<i>e) Provide mentoring support for academic underperformers and those at strategic career points</i>	<i>e) On-going</i>	<i>e) HoS</i>
Priority Two		
Staff Satisfaction		
School Target/Outcome (Measures of success):		
<i>(i) Target(s): 80% Staff Survey satisfaction with working at the University</i>		
<i>(ii) Outcome: greater collegiality</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
<i>a) To ensure that key changes are fully consulted via relevant committee(s) and face to face conversations</i>	<i>a) On-going</i>	<i>a) HoS/ HoDAs/ Dir T&L/ DoR</i>
<i>b) To participate in Athena Swan initiatives across the Faculty</i>	<i>b) On-going</i>	<i>b) Deputy HoDA Law</i>

c) To develop a School policy on expected behaviours	c) Dec 2014	c) HoSA/ Fac Comms team
d) To improve induction for both academic and PSS staff and ensure training needs analysis is carried out	d) Dec 2014	d) Coordinator staff development/ HoSA

2) World Class Estate

Priority One		
To contribute to the Estates strategy through the Law School's move to Coupland III		
School Target/Outcome (Measures of success):		
<i>(i) Outcome: To provide state of the art facilities for the Law School in an environment that creates a sense of identity</i>		
<i>(ii)</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a) Work with Estates and the project team to ensure that the refurbished building meets the needs of the Law School	a) On-going	a) HoS/ Manager SRO
b) To continue to carry out full consultation with staff in the School to ensure sense of identity	b) on-going	b) HoS/ Manager SRO
c) To discuss any budget implications with Estates and Head of Faculty Finance and feed into 5 year plan	c) March 2015	c) HoS/ HoSA/ Accountant/ HFF
d) Seek sponsors for Coupland III rooms	d) On-going	d) HoS
Priority Two		
To...		
School Target/Outcome (Measures of success):		
<i>(i)</i>		
<i>(ii)</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a)	a)...	a)...
b)	b)...	b)...
c)	c)...	c)...

3) Managing Information

Priority One		
To ensure that School level data is robust by correct completion in University systems - Campus Solutions, e-Prog, monitoring of attendance of students		
School Target/Outcome (Measures of success):		
<i>(i) Target: 100% completion of e-Prog</i>		
<i>(ii) Outcomes: less errors in campus solutions; effective monitoring of work and attendance</i>		

Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a) Provide additional training and more effective monitoring of e-Prog	a)Dec 2014	a)Dir PGR
b)Ensure campus solutions errors are corrected in a timely way	b)On-going	b)HoSA
c)Ensure that record keeping for work and attendance is robust and will stand up to external scrutiny	c)Dec 2014	c)HoSA
Priority Two		
To...		
School Target/Outcome (Measures of success):		
(i)		
(ii)		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a)...	a)...	a)...
b)...	b)...	b)...
c)...	c)...	c)...

4) Internationally Competitive Funding

Priority One		
To develop and implement a range of surplus generating CPD initiatives where appropriate		
School Target/Outcome (Measures of success):		
(i)		
(ii) Outcome: CSEP CPD developed as appropriate.		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a) To investigate selling CPD units to other HEIs	a)Feb 2015	a)HoDA
b)To continue to sell the units to Schools within the University	b)Feb 2015	b)HoDA
c)...	c)...	c)...
Priority Two		
To carry out market research to look at developing DL for Criminology and Law PGT		
School Target/Outcome (Measures of success):		
(i)		
(ii)Outcome: To make a decision as to whether the School will pursue DL for PGT		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a)Conduct market research into other HEIs offering DL and numbers of students	a)Dec 2014	a)Dir T&L
b)Work with the School Accountant to produce a costing model for DL activity	b)Dec 2014	b)HoSA
c)...	c)...	c)...

5) A Reputation for Excellence

Priority One		
To improve our position in League Tables		
School Target/Outcome (Measures of success):		
<ul style="list-style-type: none"> (i) Target(s): Improved NSS score (ii) Improved Graduate employability (iii) Improved research (REF) (iv) Improved PGT and PGR student satisfaction 		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a) Further lowering of Law and Criminology SSR to 1:20	a)On-going	a)HoS
b) Implementation of Employability Action Plans	b)On-going	b)Dir T&L
c) Development of a School Communication Plan	c)Dec 2014	c)HoSA/ Fac Comms
Priority Two		
To secure the Legal Advice Centre's future by developing a sustainable business plan		
School Target/Outcome (Measures of success):		
<ul style="list-style-type: none"> (i)Outcome: Financial plan to support the on-going development of the LAC (ii) 		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a)Comprehensive 5 year Business and Financial Plan developed	a)March 2015	a)HoS/ Dir Ext Rel
b)	b)	b)
c)	c)	c)

6) An International Institution

Priority One		
To implement Internationalisation Strategy		
School Target/Outcome (Measures of success):		
<ul style="list-style-type: none"> (i) Target: 10% increase in OS PGT numbers 2015/16 (ii) Outcomes: To increase and diversify our international student numbers for LLM programme and to hit target for UG programmes; To increase opportunities for staff and students to collaborate with partner institutions internationally; Increased and better links with international partners and agents 		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a)Formalise the Recruitment and Marketing Group into the School's Committee structure	a)Sept 2014	a)HoS
b)Develop Recruitment and Marketing Plan	b)Nov 2014	b) Dir Ext Rel
c)Work with International Office to focus on targeting particular countries and building relationships with agents	c)On-going	c)Dir Ext Rel

d) Engage with OS alumni to get them to act as ambassadors for the School	d) On-going	d) Dir Ext Rel
e) Continue to develop web presence	e) On-going	c) Web team and relevant academics & PSS
f) Establish the Manchester International Law Centre	f) Dec 2014	DoR
g) Re-launch Melland Schill lecture series	g) Dec 2014	DoR
Priority Two		
School Target/Outcome (Measures of success):		
<i>(i) Target:</i>		
<i>(ii) Outcome(s):</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a)		

7) Quality Processes

Priority One		
To improve contribution		
School Target/Outcome (Measures of success):		
<i>(i) To increase contribution as a percentage of income from 48.7% in 2012-13 to 53.3% TBC in 2014-15 (Finance team to advise of current target)</i>		
<i>(ii)</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a) Increase OS recruitment for LLM programme	a) ...	a) ...
b) CPD Units marketed to external and internal markets	b) ...	b) ...
c) ...	c) ...	c) ...
Priority Two		
To improve the overall efficiency of business processes and systems		
School Target/Outcome (Measures of success):		
<i>(i) Target: Staff Satisfaction Survey improvement</i>		
<i>(ii) Outcomes: New WAM greater transparency so colleagues can see workloads are fair; Improved efficiency of PSS processes will result in reduced workloads</i>		
Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a) Audit of new PGR processes to ensure optimum efficiency	a) March 2014	a) Dir PGR/ HoSA

b) Implementation of new WAM	b)September 2014	b)HoSA
c)...	c)...	c)...

8) Environmental Sustainability

Priority One

To work towards every graduate leaving the School are empowered with the knowledge and practical skills to make a positive environmental impact in their professional and personal lives.

School Target/Outcome (Measures of success):

- (i)
(ii) *Outcome: All staff and students aware of their responsibility for environment*

Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a) Curriculum to incorporate as appropriate	a)On-going	a)Dir T&L
b) Encourage UG students in volunteering activities	b)On-going	b)Dir Student Experience
c)...	c)...	c)...

Priority Two

To develop more environmentally sustainable business operations

School Target/Outcome (Measures of success):

- (i)
(ii) *Outcome: Reduction in Carbon footprint*

Key Actions and Milestones to achieve targets	Target Date	Lead Responsibility
a) To work with Faculty IT procurement on IT needs for Coupland 111 – particularly to look at printing and move away from desktop printers	a)on-going	a)HoS/ Manager SRO
b) Encourage greater use of technology (Skype, video conferencing etc to reduce travel)	b)on-going	b)HoS/HoSA
c)...	c)...	c)...