

Annual Operating Statement 2013-2014

School of xxxxx

Prepared by

Date

Section A - Executive Summary

Overall School Performance:

[To include a brief reflection on the previous year under each of the four headings and a summary comment looking forward.]

1 Student numbers

[Were student targets met.]

2 Research performance

[Were research income targets met.]

3 Financial performance

[Was the School within budget.]

4 Reputational standing

[Comment on the School's position in light of research and teaching data. Please set League table aspiration (for average quartile position), with timescale.]

Section B

[Data will be provided numbered according to the tables mentioned below.]

1 Teaching & Learning Quality Indicators

1.1 Student numbers vs targets, including tariff

[To capture the outcome of discussions with DVC in weeks 4/5; see data in tables 1.1 and 1.2.]

1.2 Recruitment and retention

[Reflecting on the data in tables 1.3 and 1.4, indicate what actions will be taken to improve student recruitment from home and overseas? Attention should be paid to issues such as WP, partnership working with schools and colleges etc. What will be done to further improve student retention?]

1.3 Portfolio development

[Reflecting on discussions with DVC Mackie in week 4/5, outline plans to (a) introduce new initiatives, (b) delete under-recruiting courses and (c) update the School Quality Enhancement Plan. Please include future actions to further develop themes relating to sustainability and internationalisation in the curriculum.]

1.4 Teaching & learning outcomes

[See table 1.6. What plans will be implemented to improve student feedback from MEQs and NSS and degree classification for School courses? This must be linked to the School quality enhancement plan.]

1.5 PGR Students

[Reflecting on the data in table 1.5, outline plans to improve PGR completion rates.]

2 Research performance

2.1 Delivery of the School Strategic Plan

[Key issues should be summarised such as performance against targets, the main areas of research, structure of activities, research planning and monitoring. Please comment on how the School will contribute to the research themes and develop other cross-School initiatives.]

2.2 REF 2013

[Please indicate the actions being taken to maximise the potential for REF 2013. Information should include the School as a whole and subject areas / departments. Performance issues should be covered in the staffing section (Appendix 1).]

- 2.3 **Research income**
[Reflecting on the data in tables 4.1 and 4.2, indicate actions being taken to grow research income and meet planning targets. Please include the projected minimum number of applications considered necessary to meet agreed targets and the % of the target to come from each funding source.]
- 2.4 **Research links, partnerships & alliances**
[What initiatives are in place or will be developed to strengthen existing or forge new research links with external organisations? These may be international links and can be at University (e.g. Kew, Glyndebourne), School or research group level.]
- 3 Finance & sustainability**
[This relates to section 8 of the School Strategic Plan]
- 3.1 **Financial performance vs targets**
[Reflecting on the data in tables 3.1 and 3.2, confirm proposed increases / decreases in budget requirements. These should include expenditure proposals such as equipment needs, start-up funds for any proposed posts, budgets, plans for managing non-staff expenditure. Please comment on the three-year budget forecasts in table 3.3.]
- 3.2 **Other financial issues**
[Please indicate any other resource issues the School wishes to raise.]
- 4 Reputational standing**
[See data in table 6.1. Please set League table aspiration (for average quartile position), with timescale.]
- 5 Internationalisation**
[This relates to section 6 of the School Strategic Plan]
- 5.1 **Delivery of the School Strategic Plan**
[Please outline future relative priorities, the proposed structure of activities and the resulting connections between the various areas in the Internationalisation Strategy.]
- 5.2 **International student recruitment**
[Indicate actions to increase international fee-paying student numbers at UG, PGT and PGR levels.]
- 5.3 **Internationalising the student experience**
[Please outline new activities (study abroad, exchanges, placements etc.) to internationalise the student experience for students registered at Sussex and students visiting the UK.]
- 6. Business & community**
[This relates to section 9 of the School Strategic Plan]
- 6.1 **Delivery of the School Strategic Plan**
[Please outline new initiatives to foster a greater sense of entrepreneurship and innovation and community-based activities.]
- 6.2 **Research exploitation**
[Please list two or three areas where it may be possible to diversify the School income base by developing research outcomes in collaboration with the Sussex Innovation Centre (SInC).]
- 6.3 **Other income generation**
[What are School plans to maximise other forms of income generation through, for example, consultancy, services rendered, research commercialisation, providing professional specialist advice etc? Please provide specific figures and procedures to ensure their delivery.]
- 6.4 **Outreach activity**
[Outline planned future community / outreach activity, with details of how these are to be implemented.]
- 7. Staffing Planning**
[This relates to section 7 of the School Strategic Plan]

- 7.1 **Existing staff**
[See table 2.1. Identify key risks (business-critical staff; consider retention issues) and other capacity-building issues. Comments on performance review and action plans should be included in Appendix 1.]
- 7.2 **Succession planning**
[Please indicate in Appendix 1 what steps are being taken with a view to the medium term to identify and develop staff who will take future portfolio responsibilities (e.g. School Directors, Deputy Head of School etc.), dealing with any expected retirements etc]
- 7.3 **New post proposals**
[Attach a list at Appendix 2 of any needs for the next academic year 2013/14 arising from growth. Please justify any staff requests with a business case for each, numbering each post required.]
- 7.4 **Longer term staffing**
[Identify any projected staffing requirements over the next 4-5 years.]
- 7.5 **Appraisals**
[Please indicate the number of appraisals that have been completed (%) and the steps that have been taken to fully embed the appraisal process at School level. Action plans relating to performance should be set out in Appendix 1.]
- 8. Space & infrastructure**
[Goals 3 & 8 of the University of Sussex Strategic Plan 2009-2015]
- 8.1 **Current School accommodation**
[Reflecting on data in table 5.1, please raise any issues with regard to current space occupied by the School including collocation needs, refurbishment, specialist requirements.]
- 8.2 **Future space plans**
[What are the long term space needs to help meet the future School strategy, including inter-School collaborations? This should include requirements for proposed staff and new taught courses - new central timetable requirements should be noted, for example.]
- 8.3 **Other infrastructure requirements**
[Please present any other infrastructure requirements including equipment needs and specialist research / teaching space.]
- 9 Risk Management and Other Compliance Strands**
- 9.1 **Risk Register**
[Please attach the School risk register in the template provided as an Appendix, to be in alignment with the Institutional Risk Register.]
- 9.2 **Health & Safety**
[Attach as an Appendix in the template provided a summary of health and safety hazards, with mitigating actions. These should be prioritised based on potential impact to School and University. Issues which may affect the safe operation of the School but which are not under the control of the School should also be identified.]
- 9.3 **Policies on Good Conduct**
[Attach as an Appendix in the template provided an annual return regarding compliance with the consultancy policy, receipt of donations and hospitality , staff declarations of interest, etc.]
- 9.5 **Equalities**
[Please outline what steps the School is taking to ensure due regard to the Equality Duty.
See: <http://www.sussex.ac.uk/ogs/governance/equalityduty>]
- 10. Other issues**
[Please raise here any issues not presented elsewhere in the School Operating Statement.]

Overview of Staff Performance

[Please identify actions to be taken in support of a high performance culture, e.g. actions to: manage probations; prepare academics for promotion; succession plan; manage any underperformance; and identify and meet specific training and development needs. Please do not include individual names in your action plans.]

Post Proposals

List any needs for the next academic year arising from growth. Please justify any staff requests with a business case for each, numbering each post.

1 Summary of Proposals:

Replacement posts

Ref no*	Grade of Post	Subject Area	Start date	Funding

*Use reference in the format eg GLOBAL/13/001 (R)

New Posts

Ref no*	Grade of Post	Subject Area	Start date	Funding

*Use reference in the format eg GLOBAL/13/001 (N)

2 Business Case for each post:

Ref No:
[text]

Ref No:
[text]

Ref No:
[text]