

Stocktake Report

2015/16

A review of progress against *Manchester 2020*:
the Strategic Plan for The University of Manchester





Introduction

Professor Dame Nancy Rothwell
President and Vice-Chancellor

The 2015/16 Stocktake Report provides a detailed appraisal of progress against the goals and key performance indicators of the University's Strategic Plan, *Manchester 2020*, and forms a key component of the University's annual planning and accountability cycle.

This is the first *Stocktake* to report on the goals, enabling strategies and updated key performance indicators (KPIs) contained in the refreshed *Manchester 2020* document, which was published in October 2015.

The new document retains the three core goals of world-class research, outstanding learning and student experience, and social responsibility. It refocuses our vision, laying out our plans to be an innovative university that is adaptable and able to make tough choices in order to ensure we are well placed for the evolving higher education landscape.

During 2015/16, we made progress against many of our strategic targets, but also recognise that there are areas where our performance needs to improve and where we will need to focus to overcome significant emerging challenges to meet our ambitions.

We improved our position in the Academic Ranking of World Universities to 35th, our highest position since the rankings began, as well as moving up in both the QS World University Rankings and the *Times Higher Education* World University Rankings. In a league table of 'rising stars', measuring the contribution of more than 8,000

global institutions to a selection of top science journals, published by the science journal *Nature*, we were ranked 18th in the world and 2nd in western Europe. PitchBook, the private equity and venture capital research company, ranked us third in Europe for our entrepreneurial performance.

In 2015/16, we attracted more than £342 million in external research funding (including Higher Education Funding Council for England grants). The year was notable for a number of successes. We opened the Stoller Biomarker Discovery Centre, an £18 million state-of-the-art facility for analysing clinical samples to identify the unique markers of diseases such as cancer or arthritis. We launched the Global Development Institute, the largest of its kind in Europe, strengthening our commitment to addressing global poverty and inequality. Funding for the Henry Royce Institute for advanced materials was confirmed and more than 350 industry and academic representatives came together at the University in January for the Institute's first workshop. As the home of graphene, we were honoured to receive a visit by President Xi Jinping of the People's Republic of China to our National Graphene Institute.

As the European City of Science in 2016, Manchester welcomed the continent's scientific community during July for the EuroScience Open Forum, or ESOF. We played a key role in this conference, which hosted more than 3,000 attendees from 83 countries, 700 speakers, 150 sessions and more than 400 science journalists and communicators.

Her Majesty the Queen honoured the University by awarding a Regius Professorship in Materials, as part of her 90th birthday celebrations, to be held by Professor Philip Withers. The award was given in recognition of the exceptional quality of the University's advanced materials research and teaching, which is regarded as amongst the best in the world. This is the second Regius Professorship for the University, following the award to the School of Physics and Astronomy in January 2013 as part of the Queen's Diamond Jubilee.

A number of our staff received recognition and awards during 2015/16. These included Professors Brian Cox and Philip Withers, and Professor Dame Sue Ion, Deputy Chair of our Board of Governors, who were elected as Fellows of the Royal Society, one of the highest accolades in science. Steve Furber, ICL Professor of Computer



Engineering, was a joint winner of the prestigious Royal Society Mullard Award, which recognises exceptional scientists who are engaged in challenging research to open up new possibilities and applications. Professor Michael Wood received the prestigious British Academy President's Medal, designed to recognise outstanding service to the cause of the humanities and social sciences. Professors Paul O'Brien and Karen Luker were honoured with CBEs and Terry Priest and Dr Amy Hughes were each awarded an MBE, as were Professor Danielle George and Marcia Ody. Professor George was also presented with the 2016 Rooke Award by the Royal Academy of Engineering for her efforts to promote the subject to the public.

We continued to invest in providing an outstanding learning and student experience for our students, including preparations to launch a new initiative in 2016, 'Stellify', to develop the distinctive attributes of a Manchester graduate. Graduate employment has improved steadily over the past five years and in the latest Destinations of Leavers from Higher Education Survey, 82% of Manchester graduates were in a 'positive' destination compared to 79% the previous year, while 94% of our graduates are employed or in further study six months after graduation. Additionally, the annual report by High Fliers Research showed that our graduates are the most targeted by the UK's top graduate employers. However, it was disappointing to see that after a period of steady improvement in the National Student Survey, we dropped from an overall score of 86% satisfaction in 2015 to 85% in 2016, and we are working across the University to improve our performance. We enjoyed another strong year for student recruitment. It is very pleasing to see that Manchester continues to be a destination of choice for prospective students from across the globe, demonstrated by the 160 nationalities comprising our student population.

Social responsibility is a key consideration in all of our activity. The University was one of only eight English universities recognised for their commitment to advancing equality in higher education in achieving the Race Equality Charter Bronze Award in 2015. The University's School Governor Initiative, which has seen 514 staff and alumni taking up these roles in schools, was honoured with a Queen's Anniversary Award for Voluntary Service, while our employment scheme *The Works* won the Social Impact prize at the 2016 *Guardian* Sustainable Business Awards. The flagship Manchester Access Programme celebrated its tenth anniversary, with some 2,898 students from less advantaged backgrounds benefiting from the programme since its inception. Our cultural institutions welcomed more than one million visitors for the first time. Our art gallery, the Whitworth, was named Large Visitor Attraction of the Year in the VisitEngland Awards, while the Manchester Museum opened a new space, The Study, and was awarded £5 million by the government for a new South Asia Gallery. The John Rylands Library was voted one of the ten most beautiful libraries in the world by BBC Online readers and Jodrell Bank hosted the first Bluedot festival to widespread critical acclaim.

Good progress continues to be maintained in delivering the extensive £1 billion Campus Masterplan, with our new and refurbished buildings receiving awards and recognition as they are completed, including the Whitworth, the National Graphene Institute and the Manchester Cancer Research Centre. Work continues on many developments, including the Manchester Engineering Campus Development and Alliance Manchester Business School.

Our greatest asset is our people and I would like to thank our many wonderful staff across the University who have contributed to our achievements over the past year. Going forward, the higher education sector faces significant challenges. Manchester is a university that has global scale, impact and reach. We must continue to focus on what is distinctive about our research, our graduates, our student experience, and the difference made by our social responsibility work to achieve our 2020 ambitions.

Professor Dame Nancy Rothwell
President and Vice-Chancellor

This report relates to 2015/16 and, as such, by the time it goes to print some details may be out of date, and where there are more recent developments these are highlighted.



Strategic vision 2020

The University of Manchester will be a world-leading university recognised globally for the excellence of its research, outstanding learning and student experience, and its social, economic and cultural impact.

KPI 1 Global standing

Target: to be recognised as one of the 25 leading universities in the world, with 20% of subject areas in the top 20, as measured by our position in international league tables.

The University of Manchester's score in the 2016 Academic Ranking of World Universities (ARWU), the Shanghai Jiao Tong Index, rose by six places to 35th from 41st in 2015, its highest position since the rankings began. The University improved to 7th in Europe and remained the 5th highest ranked UK institution.

In the QS World University Rankings, the University rose four places from 33rd to 29th. In the *Times Higher Education* World University Rankings the University moved up one place from 56th to 55th.

In relation to field and subject rankings, in the ARWU field rankings, Natural Science and Mathematics rose from 30th to 24th, Engineering/Technology and Computer Science from 76-100 to 35th and Social Sciences from 50th to 38th. In the ARWU subject rankings published for Engineering, the University was ranked 36th for Materials Science and Engineering and 50th for Civil Engineering.

The QS World University Rankings also published subject rankings. In 2016, the University was ranked in the top 20 in seven subjects: Development Studies (7th), Nursing (8th), Geography (11th), Pharmacy & Pharmacology (14th), Anthropology (18th), Sociology (18th) and Accounting & Finance (19th).

Another indicator of the University's quality pipeline was when the science journal *Nature* published the *Nature Index 2016 Rising Stars*, which measured the contribution of more than 8,000 global institutions to a selection of top science journals. It ranked the University as 18th in the world and 2nd in western Europe.

GLOBAL STANDING

QS World University Rankings



Academic Ranking of World Universities



Times Higher Education World University Rankings





Goal one: World-class research

Our ambition is to be a world-leading university, where researchers produce work of the highest significance and impact. We will be distinguished by our interdisciplinary research, for training outstanding researchers and giving parity of esteem to discovery, application, knowledge transfer and impact.

KPI 2 Total research grant and contract income

Target: to double total research grant and contract income by 2020 (from a baseline of 2010), ensuring an increase in both international and business income as a percentage of total income and an increase in Manchester's share of UK research grant and contract income.

In 2015/16, the University increased its overall research grant and contract (RGC) income by 5% to £273 million.

Total RGC income is broken down into a number of agreed Higher Education Statistics Agency (HESA) categories from which the aggregates of business income and international income are derived. In 2015/16, international income increased by 8% to £37 million whilst business income increased by 6% to £32 million. There was a slight increase in the proportion of international income as a percentage of total RGC income, but there was no change in the proportion of business income. Excluding tax credits, the University's total share of UK RGC income increased to 4.5% from 4.4% the previous year.

KPI 3 Quality

Target: to improve the quality of research outputs by 2020, ensuring that 90% of staff are judged to be producing world-leading or internationally excellent research by peer review, through the Research Excellence Framework or our own exercises, and to ensure that the share of our publications falling in the top 10% of cited papers in their field is in line with that for the UK's top five institutions.

The University of Manchester's place as one of the UK's top research universities was confirmed in the results of the Research Excellence Framework (REF), published in December 2014. At a University-level, overall 83% of our research activity was judged to be 'world-leading' (4*) or 'internationally excellent' (3*). The University was ranked in fifth place in terms of research power (calculated by grade point average times number of staff submitted or by 4*/3* times number of staff submitted). The REF exercise recognised the University's excellent research environment and how our research is having a genuine economic and societal influence, as evidenced by a series of impact cases studies, from new drugs and inventions to public policy. The University is undertaking robust annual internal research review exercises to monitor progress and has implemented a new research strategy, including a statement of research expectations. Following a review of the University's work in life sciences and cognate disciplines, the structure of its academic activity was changed and the new Faculty of Biology, Medicine and Health was created with effect from August 2016.

The citation KPI measures the percentage of publications with citations in the top 10% of their subject areas. In 2015/16, overall 21.4% of all University items published in the period 2011-15 were in the top 10% of their field. Benchmarking the University's performance against UK comparators showed that in relation to citation power (ie number of papers), the University was placed mostly 4th to 7th, and 10th or mid-teens in the national share of the proportion of papers in the 10% most cited.

KPI 4 Doctoral degrees

Target: to increase our postgraduate research student-to-staff ratio to be within the top five UK institutions and to ensure that at least 90% of students complete on time.

The University is seeking to increase the number of high quality students. Considerable work has been undertaken at School and Faculty level to improve the proportion of postgraduate students who complete on time, ie within five years. This is beginning to show in the latest data available where there was a pleasing increase in the proportion of the cohort who completed within five years, to 78% from 76% last year.

KPI 5 IP commercialisation

Target: to generate a cumulative £1 billion of economic impact by 2025 with £250 million generated in the period 2015-20.

The University is 59% towards achieving its 2025 KPI. There has been £593 million generated since 2004, which comprises £228 million of gross value added (GVA) - an independent measure of the sales and jobs created by IP licensing and spin-out activities - and £365 million of third party investment capital injected into the University's spin-out companies. Already some £250 million has been generated since 2015.

The University also climbed to 87th place, from 95th in 2015, in the world in the Reuters top 100 most innovative universities, as a result of the high commercial impact of its patents and spin-out companies.

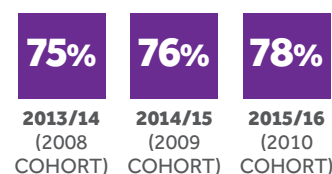
ANNUAL TOTAL RESEARCH GRANT AND CONTRACT INCOME 2004/05 TO 2015/16 (£M)



WORLD-LEADING OR INTERNATIONALLY EXCELLENT



PGR COMPLETION WITHIN 5 YEARS



IP COMMERCIALISATION

£593m

Economic impact generated since 2004

£250m

Economic impact generated since 2015





Goal two: Outstanding learning and student experience

We will provide a superb and distinctive higher education and learning experience to outstanding students, irrespective of their backgrounds. We will produce graduates distinguished by their intellectual capabilities, employability, leadership qualities, and ability to contribute to society.

KPI 6 Student experience

Target: to achieve at least 90% student satisfaction for Q22 in the National Student Survey by 2020, and that the University is in the upper quartile of Russell Group institutions.

In 2016, the University's overall student satisfaction fell by 1% to 85%. The University has remained in the third quartile within the Russell Group. After some years of steady improvements, this outcome was disappointing and we are working hard to get back on track to achieve the target of 90%.

Within the University, the Schools of Chemistry, Computer Science, Electrical and Electronic Engineering, and Chemical Engineering and Analytical Science attained at least 90% overall satisfaction in 2016. Learning resources continue to be highly regarded with the Library achieving 92% satisfaction and IT services 91%.

KPI 7 Employability

Target: by 2020, to achieve a positive graduate destinations rate of at least 85% (as measured six months after graduation in the Destinations of Leavers from Higher Education Survey), and that the University is in the upper quartile of Russell Group institutions.

The Destinations of Leavers from Higher Education Survey is undertaken six months after graduation and collects various data on the activities, job type and salaries (as appropriate) of all home/EU and international graduates on a particular census date in the year. The KPI focuses on the 'positive' destinations of UK-domiciled undergraduates, and measures the percentage in professional and managerial jobs and/or further study. It excludes from the calculation those unavailable for work, including those travelling.

Overall, 94% of the University's graduates are employed or in further study six months after graduation. In the latest data available, the proportion of graduates in professional and managerial jobs and/or further study six months after graduation was 82%, compared with 79% in 2014/15. The University improved significantly against its comparators, moving up to the second quartile of the Russell Group on this measure. This step change in ranking represents continuing significant progress over the past three years against the overall 2020 target. The University of Manchester was ranked 24th in the *Times Higher Education* Global University Employability Ranking for 2016, and 5th in the UK.

KPI 8 Widening access

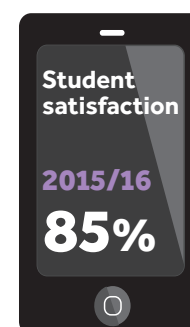
Target: to meet our widening participation targets for recruiting students from low-participation neighbourhoods and from lower socio-economic groups, and that the University is in the upper quartile of English Russell Group institutions.

The KPI is measured by Higher Education Statistics Agency (HESA) Performance Indicators and focuses on UK-domiciled first degree new entrants. For both measures, the University benchmarks itself against the 20 Russell Group institutions in England which are subject to the same undergraduate fee regime.

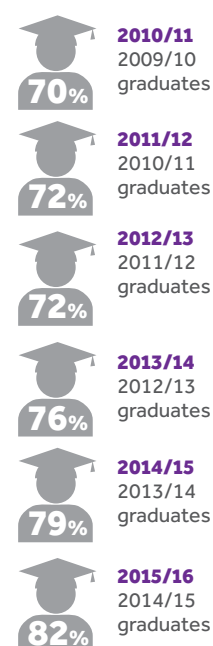
The KPI measures the percentage of young, first degree entrants from low-participation neighbourhoods (LPNs) and is based on the home postcode used in the Universities and Colleges Admissions Service (UCAS) application process. In 2014/15 (the latest available data), 8.6% of the University's entrants were from LPNs, exceeding the Access Agreement target and maintaining the University's upper-quartile fourth place in the English Russell Group.

Lower socio-economic group is an indicator based on the parental occupation classification declared through the UCAS application process. HESA data for 2014/15 show that 21.5% of the University's young new entrants were from lower socio-economic groups, placing it in the second quartile of the English Russell Group institutions.

In 2014/15, 29% of the University's home undergraduate students were from households with annual incomes of less than £25k.



POSITIVE DESTINATIONS



WIDENING ACCESS



8.6%

low-participation neighbourhoods

21.5%

lower socio-economic groups



Goal three: Social responsibility

The University will make a difference to the social and environmental well-being of our communities and wider society through our teaching, research, engagement and operations.

KPI 9 Social responsibility

Target: a weighted portfolio of measures to monitor progress against the social responsibility agenda, including equality and diversity profile, engagement with communities (especially those that are disadvantaged), sustainability, and economic and social impact.

The University's five core priorities and signature programmes have provided continued distinctiveness, ambition and focus for our social responsibility activities, as recognised by the number of national awards achieved.

Research with impact

The *Addressing Inequalities* programme saw three major new projects win funds for research in Greater Manchester in the areas of inclusive growth, urban governance and universities as anchor institutions.

Socially responsible graduates

The *Ethical Grand Challenges* signature programme provides every undergraduate with the opportunity to confront key ethical grand challenges through the completion of a common programme in each year of study. It focuses on sustainability (Year 1), social justice (Year 2) and workplace ethics (Year 3). The programme was piloted and has been embedded as a core part of the new Manchester Leadership Award from 2016/17.

Students are supported to make a difference in their local communities by volunteering, through the accredited Manchester Leadership Programme (MLP), Students' Union, Sport and the Legal Advice Centre. Students are also encouraged to participate in the University College for Interdisciplinary Learning to broaden their educational horizons by taking course units (including the MLP) outside the boundaries of their degree programme. In 2015/16, 1,984 students participated in University College courses including MLP and non-University College Leadership in Action units.

Engaging our communities

The total number of visitors to the Manchester Museum, the Whitworth, Jodrell Bank Discovery Centre and The John Rylands Library increased by 30% to 1,260,238, exceeding a million visitors for the first time. Following the Whitworth's successful

re-opening in February 2015, after a transformational £15 million capital development project, its visitor numbers increased by 76%, it was awarded the prestigious Art Fund Prize for Museum of the Year 2015, then continued to win awards and plaudits including the 2016 VisitEngland Gold Award for Large Visitor Attraction and a Special Commendation at the European Museum of the Year Awards. The Whitworth's innovative approach to recruitment was mentioned at the Recruitment Industry Disability Initiative Awards 2015, it is the only university and cultural organisation ever to have been nominated. The Manchester Museum made a major contribution towards the European City of Science with its Climate Control exhibition, which has been shortlisted for a number of awards. The Manchester Museum and the Whitworth are recognised leaders in the field of arts and health.

The John Rylands Library increased visitor numbers by 46%. It was voted one of the ten most beautiful libraries in the world by BBC Online readers and has continued to run the literacy project *Writing with Rylands*. Jodrell Bank Discovery Centre hosted the BBC's *Stargazing Live* series and launched the first Bluedot festival, which received widespread critical acclaim and won a number of awards. The Centre has been asked to coordinate the UK's national public engagement programme for the Square Kilometer Array telescope project. Other cultural organisations connected with the University continue to contribute to our community engagement mission, including the Ahmed Iqbal Ullah Race Relations Resource Centre, based in Manchester's Central Library.

The Manchester Access Programme (MAP), which targets and supports talented local students from backgrounds currently under-represented in higher education, celebrated its 10th anniversary in 2015/16, with some 2,898 students benefiting from the programme since its inception. There were 219 MAP entrants in 2015/16.

The *Cultural Explorers Programme* engaged more than 900 local nine-year olds with out-of-school learning opportunities in one of our four cultural institutions. Our *School Governor Initiative* remains the fastest-growing programme of its kind in the UK and was recognised with a prestigious Queen's Award for

Voluntary Service. In 2015/16, there were 173 members of staff and 341 alumni who were school governors.

Responsible processes, including equality and diversity profile

The University's processes and policies aim to balance efficiency with opportunities to create social, economic and environmental benefits, particularly by increasing staff equality, diversity and inclusion.

The proportion of female academics at senior lecturer and above increased to 31% in 2015/16, compared with 22% in 2007/08. The proportion of Black, Asian and Minority Ethnic (BAME) staff in the Professional Support Services at grade 6 and above was 8% in 2015/16. The proportion of BAME staff who were senior lecturers, readers and professors across all Faculties was 10%. The University was one of only eight English universities recognised for their commitment to advancing equality in higher education in achieving the Race Equality Charter Bronze Award in 2015, which aims to improve the representation, the progression and success of minority ethnic staff and students within higher education.

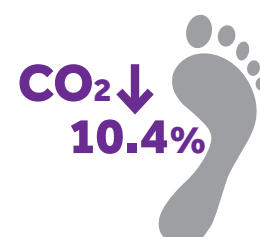
The *Works* signature programme supported 551 people back into work (248 into the University), with a cumulative total of 2,941 local people gaining successful employment outcomes since 2010 (1,567 into the University). *The Works* has been embedded into the University's Campus Masterplan with our construction partners and recognised nationally with a *Guardian* Sustainable Business Award for its impact.

Environmental sustainability

Total carbon emissions in 2015/16 from gas and electricity consumption and University-owned vehicles decreased by 2.5% compared with 2014/15, to 72,193 tCO₂, a reduction of 10.4% on the 2007/08 baseline. During 2015/16 less energy was consumed per m² compared to previous years, and water consumption and waste also decreased. We have built environmental sustainability considerations into all of our campus development, with energy efficiency a priority in new buildings and in the refurbishment and renovation of existing buildings.



TOTAL NUMBER OF SCHOOL GOVERNORS



Total carbon emissions from energy consumption 72,193 tonnes CO₂ -10.4% compared to baseline year of 2007/08



Enabling strategies

KPI 10 Staff satisfaction

Target: to maintain at least 80% of staff satisfied with working at the University by 2020, remaining within the upper quartile of higher education institutions or similar organisations, and have at least a 75% response rate to the staff survey.

The second biennial internal Staff Survey, which was undertaken by an external provider, Capita Surveys and Research, took place in 2015. It achieved an impressive response rate of 70% and, as in the 2013 survey, 82% of staff agreed they were satisfied with their job at the University, thereby meeting the 2020 target. Some 94% of respondents said 'the University is a good place to work'. The next survey is being undertaken in 2017.

KPI 11 Estate

Target: to achieve 80% of non-residential estate judged to be in 'good' condition and functionally suitable (grades 1 and 2) by 2020.

The KPIs used here relate to two measures within the Estates Management Statistics: 'good' condition refers to the condition of the estate; functional suitability (grades 1 and 2) refers to the appropriateness of the estate for its intended use. The figures are expressed as a percentage of gross internal area, and exclude the University's student residences. After remaining static for the last three years, the proportion of the University's non-residential estate judged to be in good condition has increased to 74% from 73%. There has also been a marked improvement in functional suitability, rising to 85% from 81% in 2013/14 and 2014/15, thereby exceeding this part of the target.

Good progress continues to be maintained in delivering the extensive Campus Masterplan and projects completed during the year. The Manchester Chamber of Commerce awarded the Whitworth Manchester Building of the Year (the National Graphene Institute, and the new building for the Manchester Cancer Research Centre were also shortlisted) and the Whitworth also won three specialist awards reflecting the quality of the design and build. It also won the Building Conservation Award at the Royal Institution of Chartered Surveyors (RICS) North West Awards

2016, and was a Project of the Year finalist at the *Construction News* Awards 2016. The Manchester Cancer Research Centre was shortlisted for the RICS North West Awards 2016 for the Design through Innovation Award. The National Graphene Institute (NGI) has been acclaimed as one of the region's 10 best new buildings in the Royal Institute of British Architects (RIBA) North West Awards 2016. Business Insider UK also included The University of Manchester in its ranking of the 21 most beautiful campuses in the UK.

KPI 12 Financial outcome

Target: to increase EBITDA as a percentage of income to 10% by 2020 in order to provide cash for investment and strategic priorities.

The University continues to monitor earnings before interest, taxation, depreciation and amortisation (EBITDA) as its financial KPI. EBITDA was £88.8 million (9.0% income) for the year compared with a restated figure of £112.2 million (11.3% of income) in the previous year. The figures were restated to reflect changes in accounting policies.

There was another very strong performance in income from gifts of £17.5 million, which exceeded the original target of £15.8 million for 2015/16 and retains the University's position as one of the top five fundraising institutions in the Russell Group.

KPI 13 Reputation

Target: a weighted portfolio of measures, including surveys, independent polling, measures of output (media coverage, web analytics etc) and league tables.

The portfolio of measures includes the University's position in the *Times Higher Education* World Reputation Rankings. The 2016 rankings are based on a survey carried out between January and March 2016, which received 10,323 responses from 133 countries. The University's target is to be ranked 40th-50th in the world and 5th in the UK by 2020. In 2015/16 it was ranked 49th in the world and 8th in the UK.

Every two years, the University commissions a UK independent omnibus opinion poll, to ask the

question, "Which university would you put in 3rd, 4th and 5th place after Oxford and Cambridge?" The most recent poll was carried out in April 2015 and 18% of respondents listed The University of Manchester in the top five, compared to 17% in the previous poll which was carried out in March 2013. This placed the University in top position (i.e. third in the UK).

Advertising Value Equivalency (AVE) measures the size and impact of media coverage of the University, and calculates what the equivalent amount of space would cost, if paid for as advertising. The University has met its 2020 target with 36,269 mainstream stories published in 2015/16, with a corresponding AVE of £15.1 million compared with 38,795 stories and AVE of £9.8 million the previous year.

Web analytics record that the number of users of the University's website increased by 3% in 2015/16 to 5,438,283.

The league table measure is based on the average position of the University in *The Times Good University Guide*, *The Guardian University Guide* and the independent *Complete University Guide*. The University's average position in 2015/16 was 29th.

KPI 14 Management compliance

Target: a weighted portfolio of measures to include health and safety indicators, enforcement notices and internal compliance processes.

The University measures 15 health and safety indicators against which an actual score is calculated to give a theoretical maximum of 100%: the outcome in 2015/16 was 87.5%. There were no enforcement notices in 2015/16. Internal compliance processes relate to the percentage 'net' positive outcomes to core questions in the Annual Compliance Exercise. Core questions are asked each year regarding key aspects of financial management, conflict of interest and health and safety. An important aspect of the Annual Compliance Exercise is to allow managers to answer negatively and then to ensure satisfactory resolution following the completion of an agreed action plan to defined timescales ('gross' and 'net' responses). There were 100% positive outcomes in 2015/16.

82%
STAFF SATISFIED
WITH JOB

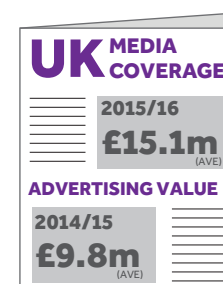


UNIVERSITY ESTATE

Estate functional suitability has exceeded the target of 80%



Earnings before interest, taxation, depreciation and amortisation (EBITDA) £88.8m (9.0% of income)



Volume of UK media coverage: number and advertising value equivalent. 2014/15 38,795 stories in mainstream media; AVE £9.8m. 2015/16 36,269 stories in mainstream media; AVE £15.1m.

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Created by the Division of Communications and Marketing

Royal Charter Number RC000797
M1893 04.17

