

MANCHESTER  
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The University of Manchester

# Stocktake Report

2016/17

A review of progress against *Manchester 2020*:  
The University of Manchester's Strategic Plan

# Introduction

Professor Dame Nancy Rothwell  
President and Vice-Chancellor



The 2016/17 *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 second *Stocktake* to report on the goals, enabling strategies and updated key performance indicators (KPIs) in the refreshed *Manchester 2020* which was published in October 2015.

The University is continuing to perform well, despite unprecedented uncertainty, external challenges and growing global competition for the UK higher education sector. While we have made progress against many of our ambitious strategic goals, we also recognise that there are areas where further improvements are needed and where we will need to focus to seize opportunities and overcome significant emerging challenges.

A strong performance against our core goals of world-class research, outstanding learning and student experience, and social responsibility is essential for our global reputation. But it is not in itself sufficient. Given that there are many excellent universities, we need to highlight our distinctive features so that those outside (and indeed inside) our organisation can say what we are 'known for'. The results of our External Stakeholder Survey, undertaken every two years, indicate that our reputation is growing, helped in part by improved research performance but also by clear

messages about our strengths. This informed the thinking behind our research beacons, where we highlight five areas of strength, depth and breadth in research and innovation in advanced materials, cancer, energy, global inequalities and industrial biotechnology. It also highlighted that we need to do much more to communicate our strengths and distinctiveness in our teaching, learning and student experience.

In 2016/17, we attracted more than £331 million in external research funding (including Higher Education Funding Council for England (HEFCE) grants) to the University and welcomed news of some significant investment. The University was also part of a successful bid which saw Manchester awarded £28.5 million over five years for a prestigious National Institute for Health Research (NIHR) Biomedical Research Centre. Cancer Research UK also announced its plans to invest around £40 million over the next five years into the Cancer Research UK Manchester Centre, a partnership between Cancer Research UK, The University of Manchester and The Christie NHS Foundation Trust. The grant will fund ground-breaking work as part of the development of a unique chain of cutting-edge research hubs around the UK focusing on translational research.



Successes in other areas included the Graphene Engineering Innovation Centre's awards totalling £10 million from national and local government, and our Alliance Manchester Business School's award of £9.7 million through the HEFCE-managed UK Research Partnership Investment Fund.

We have continued to invest in providing an outstanding learning and student experience for our students and have begun to identify areas of focus and distinctiveness in our teaching. We have launched Stellify (meaning 'to be made into a star'), a unique initiative for students to gain wider experience outside their chosen degree programme – for example by taking part in volunteering and leadership training that will prepare them for their futures. In the first week of the academic year almost 5,000

first-year undergraduates took part in the Sustainability Challenge, the first step towards a prestigious extracurricular award. Two of our students won top prizes in the global Undergraduate Awards – known as the Junior Nobel Prize – and 11 other Manchester students were highly commended, demonstrating the value of studying here at Manchester.

In the first year of the Teaching Excellence Framework (TEF) we were given a silver award. We were commended for course design that provides excellent stretch in a research environment, excellent opportunities for students to increase their employability, and our major investment in physical learning and teaching spaces and in digital learning resources, among others. The Destinations of Leavers from Higher Education Survey

showed that 93% of our graduates were in work or study after six months and 83% were in graduate-level jobs and/or further study. We continued to be one of the most targeted universities by the UK's top 100 graduate recruiters, according to High Fliers Research. We have had, however, no published result for the National Student Survey this year as our response rate was below the 50% threshold required for publication of results.

Social responsibility is intertwined with everything we do at the University. We are gaining a strong reputation nationally, through awards and recognition, and importantly with our local communities, as a result of volunteering and our Manchester Access Programme, which has helped more than 1,800 students from disadvantaged backgrounds

to gain a place at the University, including a record 250 students admitted in 2016/17. In March we celebrated ten years of the Equity and Merit Scholarship – more than 200 exceptional students from developing countries have received help to complete postgraduate degrees that they are unable to do at home. Our multi-award winning School Governor Initiative has 610 staff and alumni volunteering as school governors.

More than 1.2 million visitors were welcomed at our cultural institutions, the Manchester Museum, the Whitworth, Jodrell Bank Discovery Centre and The John Rylands Library. We launched 10,000 Actions, the biggest environmental sustainability initiative in the higher education sector, and we became the first university in the world to be accredited to the Carbon Literacy



Standard and be named a Carbon Literate Organisation.

The University published *Measuring the Difference*, a report into the economic and social impact of the institution upon Greater Manchester and the UK as a whole. The numbers make impressive reading. Almost 21,300 full-time equivalent jobs in Greater Manchester are dependent on the University and our students. Across the UK as a whole, nearly £1.3 billion of the country's gross domestic product can be traced back to the University.

Among the many visitors to the University over the year were the Duke and Duchess of Cambridge, who visited our National Graphene Institute and Manchester Engineering Campus Development site, and saw first-hand an array of revolutionary graphene applications

including the BAC Mono single-seat supercar, the world's first car to use graphene in the production process. A number of staff received recognition and awards during 2016/17. These included Dr John Grainger, who became the first ever recipient of a £2.5 million Kennedy Trust award for rheumatic disease research. Professor Tracy Hussell was made a Fellow of the Academy of Medical Sciences and Professors Neville Harris and Martin Walker were elected to fellowship of the Academy of Social Sciences. Professor Alys Young won the Outstanding Research Supervisor of the Year award at the 2016 *Times Higher Education Awards* for her outstanding supervision work in deaf studies and in social work, and for her commitment to helping deaf students access PhD-level study. In addition, Professor Emerita Carol Smart was awarded a CBE, Professor

Graeme Black was awarded an OBE and Assistant Director of Human Resources Steve Grant an MBE. Our biennial staff satisfaction survey achieved a 72% response rate with 81% of staff agreeing that they are satisfied with their job, 93% of respondents stating that the University is a good place to work and 91% are proud to work here. I appreciate, however, that the survey took place before announcements proposing changes in staffing. One area of focus will be to help staff to prepare for and cope with change. Good progress continues in delivering our extensive £1 billion Campus Masterplan and projects.

I would like to thank our many wonderful staff and students who contributed to our achievements over the past year. Going forward, the higher education sector will continue to face significant

challenges and pressures. Our University remains committed to achieving our ambitions for the future and we believe we must be bold, decisive and resilient as we move towards 2020.

**Nancy Rothwell  
President and Vice-Chancellor**

*This report relates to 2016/17 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 2017 Academic Ranking of World Universities (ARWU), the Shanghai Jiao Tong Index, fell by three places to 38th from 35th in 2016, the same position as in 2011 and 2014. Most of the measures remain relatively static, although there has been an improvement in the number of papers published in *Nature* and *Science*. The University was ranked 8th in Europe and 6th in the UK.

In the QS World University Rankings, the University fell five places from 29th to 34th. Of the six measures, the University performed strongest on employer reputation and also performed well on academic reputation and international students.

In the *Times Higher Education* World University Rankings 2017, the University moved from 55th to joint 54th.

In the ARWU subject rankings published in 2017, Manchester was in the top 20 for the following five subjects: Nursing (10th), Physics (11th), Pharmacy and Pharmaceutical Sciences (15th), Public Administration (18th), and Metallurgical Engineering (19th).

In the QS subject rankings, the University was ranked in the top 20 in five subjects: Nursing (=4th), Development Studies (9th), Pharmacy and Pharmacology (14th), Anthropology (18th), and Accounting and Finance (19th).

### GLOBAL STANDING



**34**

QS World  
University Ranking

**38**

Academic Ranking  
of World Universities

**54**

*Times Higher Education*  
World University Ranking

# Goal 1: 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 2016/17, the University's overall research grant and contract (RGC) income decreased by 4% to £262 million. Within this overall figure, underlying revenue research income excluding capital income increased by 1%.

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 2016/17, international income increased by 11% to £41 million; business income was £32 million. There was a slight increase in the proportion of international income as a percentage of total RGC income (up to 16%), but there was no change in the proportion of business income. Excluding tax credits, the University's total share of UK RGC income was 4.5%, the same as 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'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. Overall, at a University level, 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 undertakes robust annual internal research review exercises to monitor progress; following REF2014, it implemented a new research strategy including a statement of research expectations.

The citation KPI measures the percentage of publications with citations which place them in the top 10% of cited papers in their subject areas. In 2016/17, overall 21.8% of all University items published in the period 2012–16 were in the top 10% of their field, compared with 21.6% for items published in 2011–15.

Benchmarking the University's performance against UK comparators showed that, in relation to citation power (ie number of highly-cited papers), the University was placed mostly 4th to 7th and was placed 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 postgraduate research students. Considerable work has been undertaken at School and Faculty level to improve the proportion of postgraduate research students who complete on time, ie award of degree within five years. In the latest data available, the proportion of the cohort that completed within five years continued on an upward trajectory, to 79% from 78% last year.

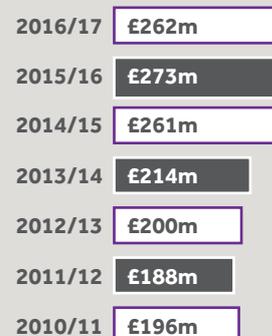
### KPI 5 IP commercialisation

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

The University is 68% towards achieving its 2025 KPI. There has been £684 million generated since 2004, which comprises £256 million of gross value added (GVA) – an independent measure of the sales and jobs created by IP licensing and spin-out activities, and £428 million of third-party investment capital injected into the University's spin-out companies. In the two years to 31 July 2017, £185 million has been generated.

The University also climbed to 80th place in the world, from 87th in 2016, in Reuters Top 100 most Innovative Universities 2017 rankings, and was placed 16th in Europe.

### ANNUAL TOTAL RESEARCH GRANT AND CONTRACT INCOME

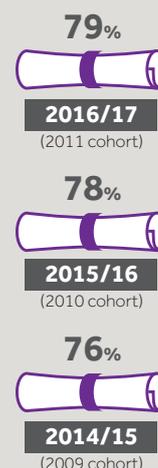


### WORLD-LEADING OR INTERNATIONALLY EXCELLENT



83% of research submitted to REF ranked 4\* and 3\*

### PGR COMPLETION WITHIN 5 YEARS



### IP COMMERCIALISATION



**£684m**

Contributed to the UK economy since 2004

## Goal 2: 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 Q27 in the National Student Survey by 2020, and that the University is in the upper quartile of Russell Group institutions.**

In 2017, the University, along with several other institutions, did not achieve the 50% threshold for publication of the annual National Student Survey results. This was not least due to the Students' Union campaign to boycott the survey because of its use in the Teaching Excellence Framework. The University's overall student satisfaction in 2016 was 85%.

To realise our ambition to be in the upper quartile of the Russell Group institutions, a number of actions are already underway, including training and recognition of Directors of Teaching, Learning and Students, a working group on assessment, feedback and teaching intensity, work on differential attainment, and investigation of subject areas with weak and strong levels of student satisfaction. Under the University's Stellify initiative, students are encouraged to participate in extra- and co-curricular activities, helping them to broaden their horizons, understand the issues that matter in contemporary society and step up to make a difference in their communities.

**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, 93% of the University's graduates were 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 83%, compared with 82% in 2015/16. The University remained in the second quartile of the Russell Group on this measure.

The University of Manchester was ranked 34th in the world in the *Times Higher Education* Global University Employability Ranking for 2017, 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.**

Recruitment from low-participation neighbourhoods (LPNs) is a HEFCE performance indicator. The KPI measures the percentage of young, first-degree entrants from LPNs and is based on the home postcode used in the Universities and Colleges Admissions Service (UCAS) application process. The University benchmarks itself against the 20 Russell Group institutions in England which are subject to the same undergraduate fee regime. In 2015/16 (the latest available data), 7.8% of our entrants were from LPNs, compared with the Access Agreement target of 7.9%; maintaining the University's upper-quartile place in the English Russell Group.

Participation rates for lower socio-economic groups is an indicator based on the parental occupation classification declared through the UCAS application process. These data are no longer published by HESA as part of the UK performance indicators and therefore a standard benchmark is no longer available. HESA data for 2015/16 show that 22.6% of the University's young new entrants were from lower socio-economic groups, compared to 21.5% the previous year. This matched our Access Agreement target of 22.6%.

In 2015/16, 29% of the University's home undergraduate students were from households with annual incomes of less than £25,000. This placed us in the top quartile of the English Russell Group for the recruitment of low-income students.

**POSITIVE  
DESTINATIONS**



**2016/17**

2015/16 graduates



**2014/15**

2013/14 graduates



**2012/13**

2011/12 graduates



**2010/11**

2009/10 graduates

**WIDENING  
ACCESS**



**7.8%**

Low-participation neighbourhoods

**22.6%**

Lower socio-economic groups

**STELLIFY**

**SUSTAINABILITY  
CHALLENGE**

**4,951 students completed**  
(59% year 1 undergraduate cohort)

**STEP UP  
AND LEAD**

**2,132**  
(8% undergraduate cohort)

# Goal 3: 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 distinctiveness, ambition and focus for social responsibility, as recognised by the number of national awards achieved.

### **Research with impact**

Priority has been given to highlighting work to address inequalities, particularly in our city region of Greater Manchester. This has included the areas of inclusive growth, urban governance, ageing, matters of devolution, universities as anchor institutions and the central role languages play in relation to key contemporary issues such as social cohesion, migration, business and diplomacy.

## Socially responsible graduates

The Ethical Grand Challenges signature programme, part of the University's Stellify initiative, 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). In 2016/17 almost 5,000 students (59%) participated in the 2017 Year 1 sustainability challenge.

The Make a Difference element of Stellify supported students to volunteer in their local communities, while the Step Up and Lead element supported over 2,000 students (8%) to undertake student leadership activities. The Learn without Boundaries element encouraged students to broaden their educational horizons by taking course units outside of their degree programme.

2017 was the tenth anniversary of the University's Equity and Merit Scholarship Programme. To date, 228 scholarships have been awarded since 2007 from a combination of University and philanthropic funds to exceptional individuals from some of the world's least developed countries who are committed to making a positive difference to their home communities.

## Engaging our communities

The total number of visitors to the Manchester Museum, the Whitworth, Jodrell Bank Discovery Centre and The John Rylands Library was 1,231,425.

The Whitworth continued to combine internationally significant and critically acclaimed exhibitions and research with popular local and national appeal, and impact to a wide range of audiences. The Manchester Museum won the Leading Culture Destinations Award (Climate SmART Award), a major international award, for Climate Control and related work. Both the Manchester Museum and the Whitworth continue to be recognised leaders in the fields of arts and health, including specific roles relating to Age-Friendly Culture. Visitor numbers to The John Rylands Library increased by 20%, supported by innovative exhibitions such as The Life of Objects, which showcased unusual aspects to its collections. Jodrell Bank Discovery Centre increased school visits by 32%. The bluedot festival was very successful, with music, arts and culture programmes as well as delivery of public engagement by over 700 scientists from across the UK and beyond. The Ahmed Iqbal Ullah Race Relations Resource Centre, based in Manchester's Central Library, continues to contribute to our community engagement mission.

Under the Manchester Access Programme (MAP), which targets and supports talented local students from backgrounds currently under-represented in higher education, a record 250 new students were admitted to the University. 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. Under our School Governor Initiative there are now 610 staff and alumni volunteering as school governors at state schools.

## 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 benefit, particularly by increasing staff equality, diversity and inclusion.

All Faculties have increased the number of women in senior posts, although the proportion of female academics at senior lecturer and above remained at 31% in 2016/17. The proportion of Black, Asian and Minority Ethnic (BAME) staff in the Professional Support Services at grade 6 and above remained at 8% in 2016/17. The proportion of BAME staff who were senior lecturers, readers and professors across all Faculties remained at 10% in 2016/17. This is an area of major focus with several new initiatives under discussion. The University is one of only nine universities recognised for their commitment to advancing equality in higher education in achieving the Race Equality Charter Mark Bronze Award. The University reached number 30 on the 2017 Inclusive Top 50 UK Employers list.

During 2016/17, our signature programme for addressing the employment and skills agenda in our most local communities, The Works, supported 285 people back into work (87 into the University), with a cumulative total of 3,226 local people gaining successful employment outcomes since 2010 (1,654 into the University).

## Environmental sustainability

The total carbon emissions in 2015/16 from gas and electricity consumption and University-owned vehicles reduced by 16.3% on the 2007/08 baseline, and by 7.5% compared with 2014/15, to 67,437 tCO<sub>2</sub>. A number of activities were launched in 2016/17, including the Environmental Sustainability Strategy, Sustainable Resources Plan, Living Campus Plan and Goal 3 Signature Programme 10,000 Actions. We became the first university in the world to be accredited to the Carbon Literacy Standard, won a bronze award from the Carbon Literate Organisation, for 10,000 Actions, and became the first university to achieve Level 5 in the UK government's Flexible Framework for excellence in sustainable procurement.

## VISITORS TO CULTURAL INSTITUTIONS

1,231,425



## TOTAL NUMBER OF SCHOOL GOVERNORS



610

2016/17

514

2015/16

433

2014/15

297

2013/14

## CARBON EMISSIONS



-16.3%

Total carbon emissions from energy consumption (scope 1 & 2)  
67,437 tonnes CO<sub>2</sub>  
(-16.3% against baseline 80,550 tonnes CO<sub>2</sub>  
2015/16 Estates Management Record data)

# 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 third biennial internal Staff Survey, which was undertaken by an external provider, Capita Surveys and Research, took place in 2017. It achieved a response rate of 72%, up from 70% in 2015. The staff satisfaction target for 2020 was met, with 81% staff agreeing they were satisfied with their job. Some 93% of respondents said 'the University is a good place to work', and 91% said they feel proud to work for the University. It should be noted that the survey was conducted before announcements proposing changes in staffing.

## 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 Record: '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. The proportion of the University's non-residential estate judged to be in good condition has remained at 74%. Functional suitability has remained at 85%, exceeding this part of the target.

Good progress continues in delivering the extensive Campus Masterplan and projects. Major milestones have been achieved, although the year has been challenging with sharp regional increases in building costs. The Chancellors Hotel refurbishment was completed and a number of projects started on site, including the Square Kilometre Array 2, the Graphene Engineering Innovation Centre, Jodrell Bank Infrastructure Works, the Manchester Engineering Campus Development

Enabling Works, the Royce Institute Enabling Works, and Brunswick Park. Work continued on a number of projects including the Alliance Manchester Business School, Executive Education Centre and hotel, the Samuel Alexander Building refurbishment, and the Students' Union extension and refurbishment.

**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. In 2016/17, EBITDA was 12.1% income compared with 9.0% income in the previous year.

However, the operating surplus is now used as an internal performance target as it eliminates the volatility associated with the changes in treatment and/or disclosure of capital grants, pensions and valuation of investments. The total operating surplus in 2016/17 was £63.9 million (6.3%). Performance at operational level needs to continue to grow to fund both the required investment and the potential growth of liabilities, as well as ensuring that the University has the facilities and staff to compete with the best in the world in years ahead.

There was another strong performance in philanthropy with income from gifts reaching the original target of £19 million for 2016/17.

**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 2017 rankings are based on a survey carried out between January 2017 and March 2017, which received a total of 10,566 responses from 137 countries. In 2016/17 the University was ranked 51–60 in the world, remaining in 8th place 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 2017 and 15% of respondents listed The University of Manchester in the top five. This placed the University in fifth position (ie seventh 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 33,851 mainstream stories published in 2016/17, with a corresponding AVE of £31.8 million compared with 36,269 stories and AVE of £15.1 million the previous year. However, this measure is now considered to be volatile and not such a useful indicator of profile because of the switch from print to digital advertising platforms. The University's strategy therefore is to focus on placing items in higher quality outlets. Coverage in these targeted high-profile outlets increased to 5,730 articles in 2016/17 compared with 4,795 in the previous year.

Web analytics record that the number of users of the University's website increased by 2% in 2016/17 to 5,561,659.

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 2016/17 was 25, our highest position to date.

**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 a weighted portfolio of health and safety targets, against which an actual score is calculated to give a theoretical maximum of 100%: the outcome in 2016/17 was 92.2%, an improvement on last year (87.5%). As in previous years, there were no enforcement notices in 2016/17. The internal compliance processes relate to the percentage 'net' positive outcomes to core questions in the Annual Compliance Exercise. Core questions are the questions 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 98.4% positive outcomes in 2016/17.

**STAFF SATISFIED WITH JOB**

**81%**



72% response rate

**UNIVERSITY ESTATE**



Estate functional suitability has exceeded the target of 80%

**74%**

'Good' condition

**85%**

Functional suitability

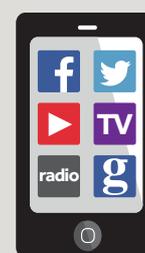


**EBITDA**

**£121.9m**

Earnings before interest, taxation, depreciation and amortisation £121.9m (12.1% of income)

**MEDIA COVERAGE**



Reputation

**33,851**

stories in mainstream media

**£31.8m**

advertising value equivalent

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