

MANCHESTER
1824

The University of Manchester

Stocktake Report 2017/18

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



Introduction

The 2017/18 *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 third *Stocktake* to report on the goals, enabling strategies and updated key performance indicators in the refreshed *Manchester 2020* that was published in October 2015.

Our University is continuing to perform well during a challenging year for the UK higher education sector with increasing external pressures and global competition. We have many great assets: a fantastic location in a vibrant and forward-thinking city; an attractive and evolving campus; a cosmopolitan and lively student population; and dedicated staff, many of whom are amongst the leaders in their disciplines. We have made progress against many of our ambitious strategic goals, including our highest rankings in two international league tables, and we remain extremely popular as a destination for students. We also recognise that there are areas that require further improvement and where we will need to focus to seize opportunities and overcome significant emerging challenges.

In 2017/18, we attracted more than £368 million in external research funding (including Higher Education Funding Council for England grants) to the University and welcomed news of some significant investment. This included a £13.3 million core award for our Cancer Research UK Manchester Institute, £7.5 million from the Science and Technology Facilities Council for the eMerlin/VLBI National Facility,

£5.8 million from the National Institute of Health Research for the Greater Manchester Patient Safety Translational Research Centre and almost £4.3 million from the Economic and Social Research Council and the Global Challenges Research Fund for the Dams 2.0 project on the social and environmental impacts of dams. We also welcomed significant investment from Innovate UK to support our collaborative work in fighting disease and from the Industrial Strategy Challenge Fund to research the use of AI in nuclear waste clear-up.

We played a key role in the Industrial Strategy Commission's report to government and signed a contract to establish the Thomas Ashton Institute for Risk and Regulatory Research in partnership with the Health and Safety Executive. We launched the Manchester China Institute, supported by a £5 million gift. We also established Creative Manchester, a major strategic project led by the School of Arts, Languages and Cultures that aims to position our University as a leading player in the creative sector at local, national and international level, and have built on the launch of Digital Futures.



We have continued to invest in providing an outstanding learning and student experience for our students and to identify areas of focus and distinctiveness in our teaching. For example, we have established University of Manchester Worldwide as the vehicle for the University's expansion of distance and blended learning. As part of our pioneering Stellify initiative for students to gain wider experience outside their chosen degree programme, 4,757 students participated in the Year 1 sustainability challenge, whilst 1,350 students undertook the online Year 2 social justice challenge. The programme has been embedded as a core part of the prestigious Stellify Award.

One of our students, Farhana Choudhury, was the global winner in the education category at the Undergraduate Awards, an international competition described as 'the junior Nobel Prize'. Another, Dean Lomax, was named in the Junior Chamber International UK's top ten outstanding young persons, receiving the prize for scientific and/or technology development.

We remained the most popular university in the UK for undergraduate applications, according to UCAS figures. We retained our position as the most targeted university for the UK's top graduate employers, as reported by High Fliers Research, while Higher Education Statistics Agency (HESA) data for 2017 showed that 93% of our graduates headed straight into employment or further study. Our student satisfaction score as measured in the National Student Survey (NSS) was 83%, which was lower than the 85% score last time we reported an outcome in 2016, but the same as the sector average in England and in line with a slight national decline in NSS outcomes. We are investing tens of millions of pounds in a new student experience project to support students through their university journey. It

was encouraging to see that a new ranking from *Times Higher Education* of teaching excellence placed us seventh in Europe.

Social responsibility is intertwined with everything we do. Two of our flagship initiatives, 10,000 Actions and the Sustainability Challenge, collectively won a national Green Gown award. Another of our unique programmes, The Works, helped its 4,000th local unemployed person back into work. Our multi-award winning School Governor Initiative has 905 staff and alumni volunteering as school governors. Our Manchester Access Programme has helped almost 2,000 students from disadvantaged backgrounds to gain a place at the University, and 29% of our undergraduate students come from households with an income of less than £25,000 a year. But we have more work to do to achieve our goals in equality, diversity and inclusion for our staff and students.

We welcomed more than 1.3 million visitors at our cultural institutions, the Manchester Museum, the Whitworth, Jodrell Bank Discovery Centre and The John Rylands Library. In February, Alistair Hudson, a champion of the 'useful art' movement – the idea that art should be a tool for social change and education, not merely an object of contemplation – was appointed the new Director of both the Whitworth and the city-council-run Manchester Art Gallery. In April, Esme Ward became the first female Director of the Manchester Museum, with the ambition to make the Museum as relevant as possible to as many as possible by creating the UK's most imaginative and inclusive museum. Jodrell Bank was proposed to UNESCO as the UK's next candidate for World Heritage Site status.

A number of staff received recognition and awards during 2017/18. These included Professor Judy Williams and Dr Colin Lumsden,

who were awarded prestigious National Teaching Fellowships. Professor Richard Marais was elected as Fellow of the Royal Society. Professor Jorgen Vestbo was elected to the Academy of Medical Sciences. Professors Georgina Waylen, Alan Warde and Elena Lieven were elected as Fellows of the British Academy. Dr Sarah Marie Hall won the inaugural Jo Cox Prize for Public Service and Active Citizenship to recognise the positive impacts of her research. Professors Caroline Dive, Diane Coyle, Jeanette Winterson and Jaswinder Singh Bamrah were each awarded a CBE, Professors Chris Griffiths and

Donal O'Donoghue an OBE and Professor Pippa Tyrell was awarded an MBE.

We celebrated a wide range of anniversaries over the course of the year, from the 80th anniversary of Alan Turing joining the University to the 60th year of development studies. It was the 70th anniversary of the NHS and the 100th of British women getting the vote, historic moments in which University staff, students and alumni played a significant part.

We are in the middle of an ambitious ten-year plan to create an inspiring and progressive campus



Professor Dame Nancy Rothwell
President and Vice-Chancellor



environment that will benefit both staff and students, now and in the future, and will focus our activities on to our main campus. Many of our new buildings, like the Graphene Engineering and Innovation Centre and the Henry Royce Institute, are completely funded by external sources. Others, like our Alliance Manchester Business School redevelopment and the Schuster Annexe, are funded through a combination of external and internal finance. In 2017/18 we invested £200 million in our capital plans.

Progress continues to be made in delivering the Manchester Engineering Campus Development

(MECD). Moving to MECD in 2021/22 will reduce our running costs and carbon footprint, as well as bringing all our students together on to one campus. The move will also free up considerable land holdings in the north of the campus, enabling the University to play a significant role in the future economic success of the city by developing the site into a world-class innovation district over the next 20 years.

Our people remain integral to all we do and I would like to thank our many wonderful staff and students who contributed to our achievements over the past year. We spent a

good deal of this year planning and delivering a comprehensive programme of engagement with our staff, students, alumni and key stakeholders on the future vision for our University. As we approach 2020, it is time to consider our history and achievements, and ask bold questions about the type of institution we want to be as we enter our next chapter.

Nancy Rothwell
President and Vice-Chancellor

This report relates to 2017/18 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 position in the 2018 Academic Ranking of World Universities (ARWU) rose from 38th to 34th, our highest ever ranking. Most of the measures for the University remain relatively static but there has been a continuing improvement in the number of papers published in *Nature* and *Science*. The University ranked 8th in Europe and 6th in the UK.

In the QS World University Rankings, the University rose five places from 34th to 29th, our equal highest ranking.

In the *Times Higher Education* World University Rankings 2018, the University dropped three places from joint 54th to 57th. In the ARWU subject rankings published in 2018, Manchester was in the top 20 for the following five subjects: Physics (9th), Metallurgical Engineering (10th), Nursing (17th), Pharmacy and Pharmaceutical Sciences (17th), and Public Administration (19th).

In the QS subject rankings, the University was ranked in the top 20 in eight subjects compared to five last year: Nursing (=3rd), Development Studies (14th), Anatomy and Physiology (15th), Pharmacy and Pharmacology (16th), Geography (17th), Anthropology (=18th), Accounting and Finance (20th), and Sociology (20th). In addition, the Manchester School of Architecture was ranked 7th.

GLOBAL STANDING



29

QS World University Ranking

34

Academic Ranking of World Universities

57

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 2017/18, the University's overall research grant and contract (RGC) income increased by 14% to £299 million. Within this overall figure, underlying revenue research income excluding capital income increased by 1%.

Our total international income increased by 46% to £61 million. Business income increased by 42% to £45 million. The proportion of international income as a percentage of total RGC income increased to 20%, whilst the proportion of business income increased to 15%. Excluding tax credits, the University's total share of UK RGC income was 4.8%, compared to 4.5% 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 results of the next Research Excellence Framework (REF) will be published in 2021. The last REF, published in December 2014, confirmed The University of Manchester's place as one of the UK's top research universities. At a University level, overall 83% of our research activity was judged to be 'world-leading' (4*) or 'internationally excellent' (3*). The University undertakes robust, annual internal research review exercises to monitor progress and, following REF2014, we 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 2017/18, overall 21.8% of all University items published in the period 2013-17 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 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. This is a significant challenge, due largely to the limited amount of internal and external funding, but our postgraduate research student-to-staff ratio improved by 4% in 2017/18 to 1.9:1. 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 (full-time students). In the latest data available, the proportion of the cohort who completed within five years continued on an upward trajectory, rising to 80% from 79% 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 75% towards achieving its 2025 KPI. There has been £746 million generated since 2004, which comprises £299 million of gross value added (GVA), an independent measure of the sales and jobs created by IP licensing and spin-out activities, and £447 million of third-party investment capital injected into the University's spin-out companies. In the three years to 31 July 2018, £228 million has been generated.

The University was the biggest mover on the Reuter's Top 100 World's Most Innovative Universities 2018, climbing 27 places to 53rd from 80th place in 2017, and rising nine places in Europe to 7th, largely as a reflection of research and commercialisation relating to graphene and other two-dimensional materials.

PGR COMPLETION WITHIN FIVE YEARS



80%
2017/18
(2012 cohort)

79%
2016/17
(2011 cohort)

78%
2015/16
(2010 cohort)

76%
2014/15
(2009 cohort)

IP COMMERCIALISATION

£746m
Economic impact
generated since 2004

£228m
Economic impact
generated since 2015

WORLD-LEADING OR INTERNATIONALLY EXCELLENT

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



ANNUAL TOTAL RESEARCH GRANT AND CONTRACT INCOME

2017/18	£299m
2016/17	£262m
2015/16	£273m
2014/15	£261m
2013/14	£214m
2012/13	£200m
2011/12	£188m
2010/11	£196m

Goal 2: Outstanding learning 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 2018, the University achieved an overall response rate of 50% in the National Student Survey after it did not reach the 50% threshold for publication of results in 2017. The University's overall student satisfaction was 83%, the same as the sector average in England. Overall student satisfaction was 85% in 2016.

In the last academic year the University has committed to recognising the key role of Directors of Teaching for student experience enhancement and curriculum management, and has been working to implement recommendations on assessment and feedback, and teaching intensity. We will also act on recommendations around differential attainment and on how student satisfaction can be improved. The Student Lifecycle

Project will be a key development taking the University into a more digital and personalised learning environment. This was widely acknowledged in Teaching Excellence Framework reports as being instrumental in improving the student experience.

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 (DLHE) 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 key performance indicator 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 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 81%, compared with 83% in 2016/17. The University outsourced the collection for the first time this year, and we believe that the change in collection methodology and/or the change in the balance of replies across subject areas, with an increased response from non-vocational areas, can largely account



for this decline. The new Graduate Outcomes Survey will replace DLHE and will be outsourced nationally, so all institutions will be experiencing the same methodology. It will take place at 15 months with the first data published in 2020. Although the proportion of graduates in positive destinations dropped by 1.8% in the latest data available, the University saw an increase of 3.4% in terms of progression to further study.

The University of Manchester was ranked 35th in the world in the *Times Higher Education* Global University Employability Ranking 2018, and 5th in the UK. In the QS Graduate Employability Rankings 2019, the University was also ranked 35th in the world 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.

In 2016/17, 29% of home undergraduate students at the University were from households with an income of less than £25,000 per annum. This placed us fourth in the English Russell Group for the recruitment of students from 'low-income households'. 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. The University benchmarks itself against the 20 Russell Group institutions in England that are subject to the same undergraduate fee regime. In 2016/17 (the latest available data), 7.9% of our entrants were from LPNs (up from 7.8% the previous year), compared with the Access

Agreement target of 8.1%. Although this has meant that we have slipped out of the upper quartile of the English Russell Group, internal data for 2017/18 entry show that the proportion of entrants from LPNs has increased above our Access Agreement target.

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 2016/17 show that 22.8% of the University's young new entrants were from lower socio-economic groups, compared to 22.6% the previous year. Our Access Agreement target was 22.9%.

The University runs a number of widening participation schemes, aimed at talented students in Years 12 and 13 from backgrounds that are currently underrepresented in higher education, under the identity of Access Manchester. The schemes include the Manchester Access Programme, Manchester Distance Access Scheme, Pathways to Law, Pre-University Courses in Social Sciences and Preston Widening Access Programme for Medicine.

POSITIVE DESTINATIONS



81%
2017/18
(2016/17 graduates)

82%
2015/16
(2014/15 graduates)

76%
2013/14
(2013/14 graduates)

72%
2011/12
(2010/11 graduates)

WIDENING ACCESS



7.9%
Low-participation neighbourhoods

22.8%
Lower socio-economic groups

STELLIFY

SUSTAINABILITY CHALLENGE

4,757 students
(62% Year 1 UG cohort)

SOCIAL JUSTICE CHALLENGE

1,350
(17% Year 2 UG cohort)

STEP UP TO LEADERSHIP

1,817
(7% UG 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 continuing distinctiveness, ambition and focus for our social responsibility activities. Work is continuing to align and embed social responsibility with goals 1 and 2 so that it is integrated and adds value.

Research with impact

The University of Manchester's research beacons in the areas of global inequalities, advanced materials, cancer, energy and industrial biotechnology offer many examples where our research is improving the lives of people around the world and tackling some of society's greatest challenges. We

are also keen to ensure that these areas of research help to improve the lives of people across our city region, such as highlighting the extent of microplastic contamination of rivers and reducing preventable stillbirths across Greater Manchester.

Socially responsible graduates

The following activities form part of the University's Stellify initiative.

The Ethical Grand Challenges signature programme provides every undergraduate with the opportunity to confront key challenges through the completion of a common programme in each year of study. The programme has been embedded as a core part of the Stellify Award from 2016/17 and 4,757 students (62%) participated in the 2018 Year 1 Sustainability Challenge, whilst 1,350 students (17%) undertook the online Year 2 Social Justice Challenge. The focus for Year 3 is workplace ethics.

The Make a Difference element supported students to volunteer in their local communities, and the Step Up and Lead element supported 1,817 (7%) students to undertake student leadership activities. Learn without Boundaries encouraged students to participate in the University College for Interdisciplinary Learning to broaden their educational horizons by taking course units outside their degree programme.

In 2017/18 there were 47 students on the University's Equity and Merit Scholarship Programme. The scholarships are for academically excellent professionals from Rwanda, Uganda, Tanzania and Ethiopia who have also demonstrated a commitment to making a positive difference to the economic/social development of their home communities in areas such as health care, national infrastructure projects, education and sustainability.



Engaging our communities

The total number of visitors to the Manchester Museum, the Whitworth, Jodrell Bank Discovery Centre and The John Rylands Library rose to over 1.3 million.

The Whitworth continued to combine internationally significant exhibitions and research with popular local and national appeal and impact to a wide range of communities. Manchester Museum remains one of the most inclusive museums in the UK in terms of socio-economic background. Visitor numbers to The John Rylands Library increased by 14%. Jodrell Bank Discovery Centre celebrated the 60th anniversary of the Lovell Telescope with a dedicated programme of events. 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 Central Library, continued to contribute to our community engagement mission.

Our Access Manchester initiatives target and support talented local students from backgrounds currently under-represented in higher education. In 2017/18, 197 new students were admitted to the University through the Manchester Access Programme and 67 through the Manchester Distance Access Scheme. The Cultural Explorers Programme engaged more than 800 local nine-year-olds with out-of-school learning opportunities in one of our four cultural institutions. Our multi-award winning School Governor Initiative now has 905 staff and alumni as volunteer 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 2017/18. Of the University's 17 Schools, seven have gained an Athena SWAN Silver award, and eight have Bronze, recognising their commitment to gender equality. The proportion of Black, Asian and Minority Ethnic (BAME) staff in the Professional Services at grade 6 and above remained at 8% in 2017/18 and new recruitment initiatives are underway to help address this. The proportion of BAME staff who were senior lecturers, readers and professors across all Faculties increased to 11% from 10% last year. The University is one of a small number of higher education institutions holding a Race Equality Charter Mark (at the Bronze level) and plans have been made to submit for re-accreditation for 2018/19. The University has reached number 28 on the 2018 Inclusive Top 50 UK Employers list. The University is now a member of the Business Disability Forum's Disability Standard. It also rose 25 places to be joint 16th in this year's Stonewall workplace diversity index was named a top 10 trans-inclusive employer in the UK.

During 2017/18, our signature programme for addressing the employment and skills agenda in our most local communities, The Works, supported 153 people back into work (82 into The University of Manchester), with a cumulative total of 4,153 local people supported back into work since 2011. We have also recruited 54 new apprentices.

Environmental sustainability

Total carbon emissions in 2016/17 from gas and electricity consumption and University-owned vehicles reduced by 25% on the 2007/08 baseline, and by 11% compared with 2015/16, to 60,232 tCO₂. A number of initiatives have been taking place aligned to the University's Environmental Sustainability Strategy and supporting implementation plans in relation to reducing plastic use, reducing energy use, purchasing less, reducing business air travel, supporting sustainable travel communicating and engaging staff and students on environmental sustainability issues and opportunities.

VISITORS TO CULTURAL INSTITUTIONS

1,310,714



TOTAL NUMBER OF SCHOOL GOVERNORS



905
2017/18
610
2016/17
514
2015/16
433
2014/15
297
2013/14

CARBON EMISSIONS



-25.2%
Total carbon emissions from energy consumption (scope 1 & 2)
60,232 tonnes CO₂
(-25.2% against baseline 80,550 tonnes CO₂)
2016/17 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 staff satisfaction survey is conducted biennially. The third internal Staff Survey undertaken by an external provider, Capita Surveys and Research, took place in 2017. Some 93% of respondents said 'the University is a good place to work', and 91% said they feel proud to work for the University. The staff satisfaction target for 2020 was met, with 81% staff agreeing they were satisfied with their job. The survey achieved a response rate of 72%, up from 70% in 2015.

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 risen to 76%. Functional suitability has dipped from 85% to 84%, but still exceeds this part of the target.

Good progress continues in delivering the extensive Campus Masterplan and projects, with over 50% of masterplan expenditure complete and all projects either in contract or completed. Significant additional work has been undertaken as a result of the fire at the Paterson Institute in the previous academic year. Projects completed during the year included the Alliance Manchester Business School Executive Education Centre, Samuel Alexander refurbishment, Schuster Annexe, Square Kilometre Array 2, Sir Henry Royce Institute enabling works, Manchester Engineering Campus Development enabling works, Graphene Engineering Innovation Centre main contract works and Jodrell Bank infrastructure works. Work continued on a number of projects including Brunswick Park, the Alliance Manchester Business School, the Kilburn refurbishment and the Students' Union extension and refurbishment. Design works continue on Jodrell Bank First Light Pavilion and Manchester Museum Courtyard Project.



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 2017/18, EBITDA was 6% income compared with 12% 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 2017/18 was £25 million (2%). 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.

2017/18 was a record and exceptional year for philanthropy for the University with £38 million raised (value of new gift pledges).

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 2018 rankings are based on a survey carried out between January 2018 and March 2018, which received a total of 10,162 responses from 138 countries. In 2017/18 the University remained ranked 51-60 in the world and 8th in the UK.

Every two years, the University commissions a UK-based 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 of Manchester in fifth position. The University has exceeded its 2020 media coverage target with 45,734 mainstream stories published in 2017/18. The University's strategy is therefore 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 9% in 2017/18 to over 6 million.

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 2017/18 was 24, 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 2017/18 was 93%, an improvement on 2016/17 (92%), and continuing our upward trajectory on this measure. As in previous years, there were no enforcement notices in 2017/18. 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 99% positive outcomes in 2017/18.

STAFF SATISFIED WITH JOB



81%
72% response rate

UNIVERSITY ESTATE



Estate functional suitability has exceeded the target of 80%

76%
'Good' condition

84%
Functional suitability

EBITDA



£63.2m
Earnings before interest, taxation, depreciation and amortisation (EBITDA) £63.2m (6% of income)

MEDIA COVERAGE



Reputation

45,734
stories in mainstream media

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