

MANCHESTER
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The University of Manchester

Stocktake Report 2018/19

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



*Professor Dame Nancy Rothwell
President and Vice-Chancellor*

Introduction

The 2018/19 *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 fifth *Stocktake* to report on the goals, enabling strategies and updated key performance indicators in the refreshed *Manchester 2020* that was published in October 2015.

Ordinarily in the Stocktake I use this introduction to look back at significant developments from the year, highlighting areas where we can improve, and celebrating the achievements of which we can be most proud.

However, at the time of publication, our focus has been firmly on the present as we face the challenge of coronavirus (COVID-19). The outbreak has impacted on every area of life across the world. For our University, this has meant moving quickly and decisively to ensure the safety of all our people. We are currently in constant dialogue with authorities, partners and the sector. While short-term priorities have by necessity changed, we have not lost sight of our longer-term ambitions and are working hard to ensure that we will emerge ready to realise our vision for the University.

Delivering benefit to society is core to our University's purpose. At a time when this is needed most, the response of our people has been incredible. Many colleagues have quickly grouped together to find new ways to deliver our key activities, from teaching to annual events, ensuring that our current students are not disadvantaged and that future students are able to experience the same outstanding education and distinctive opportunities that Manchester offers.

We have paused much of our laboratory-based research but have rapidly switched focus to the fight against COVID-19. Our researchers are working tirelessly with regional and national partners to further accelerate the impact of our work, with facilities and supplies repurposed and donated to our health services. Students, staff and alumni are adapting to the challenges we face and, in many cases, giving their time to help others, for example on the frontline in our hospitals. You can read many of these stories at www.manchester.ac.uk/coronavirus-response.

I am immensely proud of how our people are pulling together to work with the knowledge, wisdom and humanity that is at the heart of our University. Our shared values will be crucial as we navigate our way towards the future and return to our ambitious agenda.

Nancy Rothwell
President and Vice-Chancellor

This report relates to 2018/19 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's position improved in all three international rankings this year, reaching its highest ever positions in two of the rankings.

The University of Manchester's position in the 2019 Academic Ranking of World Universities (ARWU) rose from 34th to =33rd, our highest ever ranking. Most of the measures for the University remain relatively static but there have been slightly improved scores for publications and highly cited researchers. The University remained ranked 8th in Europe and 6th in the UK.

In the QS World University Rankings, the University rose two places from 29th to 27th, our highest ranking. Of the six measures, the University continued to perform strongest on employer reputation and performed well on academic reputation and international students.

In the *Times Higher Education* World University Rankings 2019, the University rose two places from 57th to joint 55th.

In the ARWU Global Ranking of Academic Subjects published in 2019, Manchester ranked in the top 20 for four subjects: Geography (8th), Metallurgical Engineering (10th), Physics (14th), and Dentistry and Oral Sciences (15th). This represented 9% of the University's subjects.

In the QS World University Rankings by Subject, the University was ranked in the top 20 in five subjects: Nursing (3rd), Development Studies (10th), Pharmacy and Pharmacology (11th), Anthropology (14th), and Dentistry (=18th). In addition, the Manchester School of Architecture was ranked 9th. This represented 13% of the University's subjects.

GLOBAL STANDING



27

QS World University Rankings

33

Academic Ranking of World Universities

55

Times Higher Education World University Rankings



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 2018/19, the University's overall research grant and contract (RGC) income increased by 8% to £324 million. Within this overall figure, underlying revenue research income excluding capital income increased by 6%. This is a substantial improvement from the last two years when underlying growth has been at 1%.

In 2018/19, total international income decreased by 24% to £46 million. This included a drop of £12 million in capital funding, showing the impact of delays due to export controls and also the volatility of capital income. Total business income was £37 million, which reflected a drop in capital income of 72%, whilst revenue income increased by 17%. The proportion of international income as a percentage of total RGC income was 14% whilst the proportion of business income was 11%. Excluding tax credits, the University's total share of UK RGC income was 5% compared to 4.8% 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 position 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 83% of our research activity was judged to be 'world-leading' (4*) or 'internationally excellent' (3*). Following REF 2014 the University implemented a new research strategy, including a statement of research expectations, and we undertake a robust, annual internal research review exercise to monitor progress.

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 2018/19, overall 22.4% of all University items published in the period 2014-18 were in the top 10% of their field compared to 21.8% for the period 2013-17.

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 limited internal and external funding, but our postgraduate research student-to-staff ratio improved to 2:1.

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 was 80%.

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 80% towards achieving this 2025 KPI. There has been £800 million generated since 2004, which comprises £349 million of gross value added, being an independent measure of the sales and jobs created by IP licensing and spin-out activities, and £452 million of third-party investment capital injected into the University's spin-out companies. In the four years to 31 July 2019, £282 million economic impact has been generated.

In the Reuters Top 100 ranking of the World's Most Innovative Universities, the University climbed four places from 53rd to 49th. In the Reuters Top 100: Europe's Most Innovative Universities 2019, the University was ranked in 8th place.

IP COMMERCIALISATION



£800m
economic impact
generated since 2004

£282m
economic impact
generated since 2015

ANNUAL TOTAL RESEARCH GRANT AND CONTRACT INCOME

2018/19	£324m
2017/18	£299m
2016/17	£262m
2015/16	£273m
2014/15	£261m

WORLD-LEADING OR INTERNATIONALLY EXCELLENT

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



PGR COMPLETION WITHIN FIVE YEARS



80%
2018/19 (2013 cohort)

80%
2017/18 (2012 cohort)

79%
2016/17 (2011 cohort)

78%
2015/16 (2010 cohort)

76%
2014/15 (2009 cohort)

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 2019, the University's overall student satisfaction was 84%, up from 83% in 2018, maintaining its position as the same as the England sector average.

The University has invested in both student satisfaction and teaching quality and some new initiatives are planned. In autumn 2019, the University announced the creation of the University of Manchester Institute for Teaching and Learning. The new Institute will support the University's strategic aim to deliver teaching excellence by working closely with the emerging Faculty Teaching and Learning Academies, building on and sharing existing best practice.



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, undertaken six months after graduation, was not conducted in 2017/18. 2016/17 marked the last year of the DLHE survey and, as reported last year, the proportion of the University's graduates in professional and managerial jobs and/or further study six months after graduation was 81%. The new Graduate Outcomes Survey has replaced DLHE, will be outsourced nationally, and will take place around 15 months after graduation. The data from the first survey of graduates from 2017/18 will be published in 2020.

The University retained its position nationally as 5th in the UK in *The Times Higher Education Global University Employability Ranking 2019* and also in the QS Graduate Employability Rankings 2019. We were named the University of the Year for Graduate Employment by *The Times and Sunday Times Good University Guide*, with particular praise directed at the Stellify programme.

KPI 8 Widening access

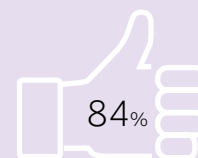
Target: to meet our widening participation targets for recruiting students from low-participation neighbourhoods and from lower socio-economic groups, and that the University is in the upper quartile of English Russell Group institutions.

In 2017/18, 25% of home undergraduate students at the University were from households with an income below £25,000 per annum. 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 which are subject to the same undergraduate fee regime. In 2017/18 (the latest available data), 8.8% of our entrants were from LPNs (up from 7.9% the previous year), compared with the Access Agreement target of 8.1%. We moved up to fourth place in the English Russell Group and back into the upper quartile.

Participation rate 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 the Higher Education Statistics Agency (HESA) as part of the UK performance indicators and therefore a standard benchmark is no longer available. HESA data for 2017/18 show that 23.5% of the University's young new entrants were from lower socio-economic groups, up from 22.8% the previous year, and exceeding our Access Agreement target, which 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 and Pre-University Courses in Social Sciences. Much of our pre-16 work is delivered in collaboration with other higher education institutions and third-sector organisations and includes our new IntoUniversity Centre. Funded by donors, the Centre was officially launched in February 2019 to provide a sustained higher education presence for young people in our local community.

STUDENT SATISFACTION



2018/19

WIDENING ACCESS

WELCOME

8%

Low-participation neighbourhoods (POLAR 4 quintile 1)

23.5%

Lower socio-economic groups

STELLIFY

SUSTAINABILITY CHALLENGE

4,676 students
(60% Year 1 UG cohort)

SOCIAL JUSTICE CHALLENGE

1,575 students
(21% Year 2 UG cohort)

WORKPLACE ETHICS

968 students
(9% Year 3+ UG cohort)

STEP UP TO LEADERSHIP

2,623 students
(10% UG cohort)

STELLIFY AWARD

111 students

Goal 3: Social responsibility

The University will make a difference to the social and environmental wellbeing 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 social responsibility, as recognised by national awards. In a new table published this year, the *Times Higher Education* University Impact Rankings, the University was ranked first in Europe and in equal third place in the world.

Research with impact

The University research beacons in the areas of advanced materials, cancer, energy, global inequalities 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 keen to ensure that these areas of research help to improve the lives of people across our city region as well as globally, such as the work of the Inclusive Growth Analysis Unit, an independent analytic resource to help make poverty reduction central to processes of economic growth and devolution in Greater Manchester, and to provide research, analysis and insight on inclusive growth in other UK cities. Our Tyndall Centre Manchester developed a project to provide a robust model and guidance for decision-making and practice on setting local carbon budgets that other city regions can replicate, which is now being rolled out to support and enable future devolution of climate change targets and accountability.

Socially responsible graduates

The University's Stellify Award was awarded for the first time in 2019 to 111 students who successfully completed all the University's Ethical Grand Challenges and 40 hours of community volunteering, and fulfilled two leadership roles.

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. In 2018/19, 4,676 students (60%) participated in the 2019 Year 1 sustainability challenge, 1,575 students (21%) undertook the online Year 2 social justice challenge, and 968 students undertook the inaugural Year 3 workplace ethics challenge.



The *Make a difference* element supports students to volunteer in their local communities: 1,400 undergraduate students (5%) had volunteering recorded that was externally verified by an organisation, although the total number of students who volunteer is significantly higher. The *Step Up and Lead* element supported 2,623 (10%) students to undertake 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 the boundaries of their degree programme.

In 2018/19 there were 58 students on the University's Equity and Merit Scholarship Programme. The scholarships fund either full-time campus-based postgraduate taught master's or master's by distance learning 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 healthcare, 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 was more than 1.2 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, including Facing Out, a two-year 'arts for health' project. The Manchester Museum had significantly reduced capacity following closure of half of the building in October 2018 for redevelopment. It remains one of the most inclusive museums in the UK in terms of socio-economic background. Its Jallianwala Bagh exhibition was the first Indo-UK exhibition of its kind. The John Rylands Library displayed rare historic documents relating to the 1819 Peterloo Massacre. Jodrell Bank Discovery Centre had another successful and award-winning bluedot festival, with music, arts and culture programmes and a special celebration of the 50th anniversary of the Moon landing. Jodrell Bank's UNESCO World Heritage Site status was also announced. The Ahmed Iqbal Ullah Race Relations Resource Centre, based in the city's Central Library, continued to contribute to our community engagement mission.

In 2018/19, 316 students progressed onto a course at Manchester through our Access Manchester initiatives, which target and support talented local students from backgrounds currently under-represented in higher education. Since 2014, 24 schools have participated in at least one year of the Cultural Explorers Programme and more than 4,000 pupils have participated in the programme

through funded visits. Our multi-award winning School Governor Initiative is the largest in the UK and there are now 1,138 staff and alumni supporting leadership across state schools as volunteer 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 benefit, particularly by increasing staff equality, diversity and inclusion.

All Faculties have increased the number of women in senior posts. The proportion of female academics at senior lecturer level and above increased to 32% in 2018/19. The proportion of Black, Asian and Minority Ethnic (BAME) staff in the Professional Services at grade 6 and above increased to 9%. The proportion of BAME staff who were senior lecturers, readers and professors across all Faculties increased to 12%. The University achieved the Race Equality Charter Mark bronze award for the second time in 2019. We are one of only four institutions nationally to achieve this and one of only 12 to hold an award. The University is a member of the Business Disability Forum and has appointed a senior professor with disability expertise to lead our work to become accredited. We also maintained our top 20 position in this year's Stonewall Workplace Equality Index, which ranks institutions for LGBT inclusion.

Our signature programme for addressing the employment and skills agenda in our most local communities, The Works, supported 100 people back into work (62 into the University), with a cumulative total of 4,253 local people supported back into work since 2011, creating £62 million of economic value to the region. We have also recruited 33 new apprentices at the University this year from surrounding communities.

Environmental sustainability

The total carbon emissions in 2017/18 from gas and electricity consumption and University-owned vehicles reduced by 33% on the 2007/08 baseline, and by 11% compared with 2016/17, to 53,836 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, and communicating with and engaging staff and students on environmental sustainability issues and opportunities. Infrastructure and cross-institution initiatives included waste and energy reduction campaigns, sustainable procurement, IT power management and including environmental sustainability in teaching material.

CARBON EMISSIONS



-33.2%

Total carbon emissions from energy consumption (scope 1 and 2) 53,836 tonnes CO₂ (-33.2% against baseline 80,550 tonnes CO₂) 2017/18 Estates Management Record data

TOTAL NUMBER OF SCHOOL GOVERNORS



1,138
2018/19

905
2017/18

610
2016/17

514
2015/16

433
2014/15

VISITORS TO CULTURAL INSTITUTIONS

1,258,593



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 fourth internal Staff Survey undertaken by an external provider, Capita Surveys and Research, took place in 2019. It achieved a response rate of 69%, down from 72% in 2017. The staff satisfaction target for 2020 was met, with 80% staff agreeing they were satisfied with their job. Some 92% of respondents said 'the University is a good place to work' and 89% said they feel proud to work for the University.

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 79%. Functional suitability has risen to 85% and still exceeds this part of the target.

Good progress continues in delivering the extensive Campus Masterplan and projects, with close to 80% delivery on the Masterplan as projects have been completed or progressed through the year. Projects completed during the year included the Alliance Manchester Business School, Brunswick Park, Coupland Phases 2 and 3, Fallowfield Residences (Unsworth Park) Phase 1, Graphene Engineering Innovation Centre, Kilburn refurbishment, Jodrell Bank Square Kilometre Array 2 and Students' Union refurbishment and extension. Work continued on a number of projects including Combined Heat and Power (CHP) and Steam Main, Fallowfield Redevelopment Phase 2, Jodrell Bank First Light Pavilion, Manchester Museum Courtyard Project, Manchester Engineering Campus Development.

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.

2018/19 was another challenging year for the higher education sector and, with the volatility of the external landscape, the financial resilience of the University remains a key focus. We continue to monitor earnings before interest, taxation, depreciation and amortisation (EBITDA) as our financial KPI. In 2018/19, EBITDA was 7% income compared with 6% income in the previous year.

The operating surplus is often the key measure of financial performance. However, the impact of pensions is so significant that it can obscure the picture. In order to provide a comparable measure, significant one-off pensions adjustments have been excluded from operating surplus calculations. The measure also excludes non-cash items which are outside the University's direct control, such as pension payments, valuation of investments, capital income and depreciation. The total operating surplus in 2018/19 (excluding significant one-off pension adjustments) was £40.8 million (3.7% of income).

The academic year 2018/19 was a challenging year for fundraising. The University raised £12.4 million (value of new gift pledges secured), although philanthropic commitments are notoriously 'lumpy' and 2017/18 was a particularly successful year. The average remains well above £20 million.



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 2019 rankings are based on a survey carried out between November 2018 and February 2019, which received a total of 11,554 responses from 135 countries. In 2018/19 the University remained ranked 51-60 in the world and in 8th place in the UK.

The previous independent omnibus poll has been superseded by a question in the annual brand tracker survey in which a demographically balanced sample of members of the general public (2,518 in August 2019) were asked 'In your opinion, what are the top ten universities overall?' In both the 2018 and 2019 surveys, the University was placed third behind Oxford and Cambridge.

The University has exceeded its 2020 media coverage target with 32,668 mainstream items published in 2018/19. The University's strategy is to focus on placing items in higher-quality outlets. Coverage in these targeted high-profile outlets in 2018/19 was 7,912.

Web analytics record that the number of users of the University's website increased by 6% in 2018/19 to almost 6.5 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 maintained its average position of 24 in 2018/19, reflecting its highest position in *The Times Good University Guide* for 15 years and its highest ranking to date in the *Complete University Guide*.

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 2018/19 was 93%, the same as 2017/18.

As in previous years, there were no enforcement notices in 2018/19.

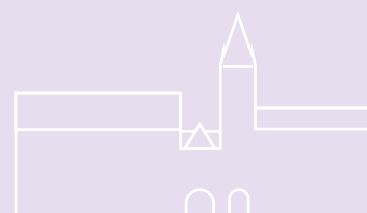
The internal compliance processes relate to the percentage net positive outcomes to core questions in the Annual Compliance Exercise. Core questions are the questions asked each year regarding key aspects of financial management, conflict of interest and health and safety. An important aspect of the 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 2018/19.

STAFF SATISFIED WITH JOB



80%
69% response rate

UNIVERSITY ESTATE



Estate functional suitability has exceeded the target of 80%

79%
'Good' condition

85%
Functional suitability

EBITDA



£81.5m
Earnings before interest, taxation, depreciation and amortisation (7% of income)

MEDIA COVERAGE



Reputation
32,668
stories in mainstream media

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