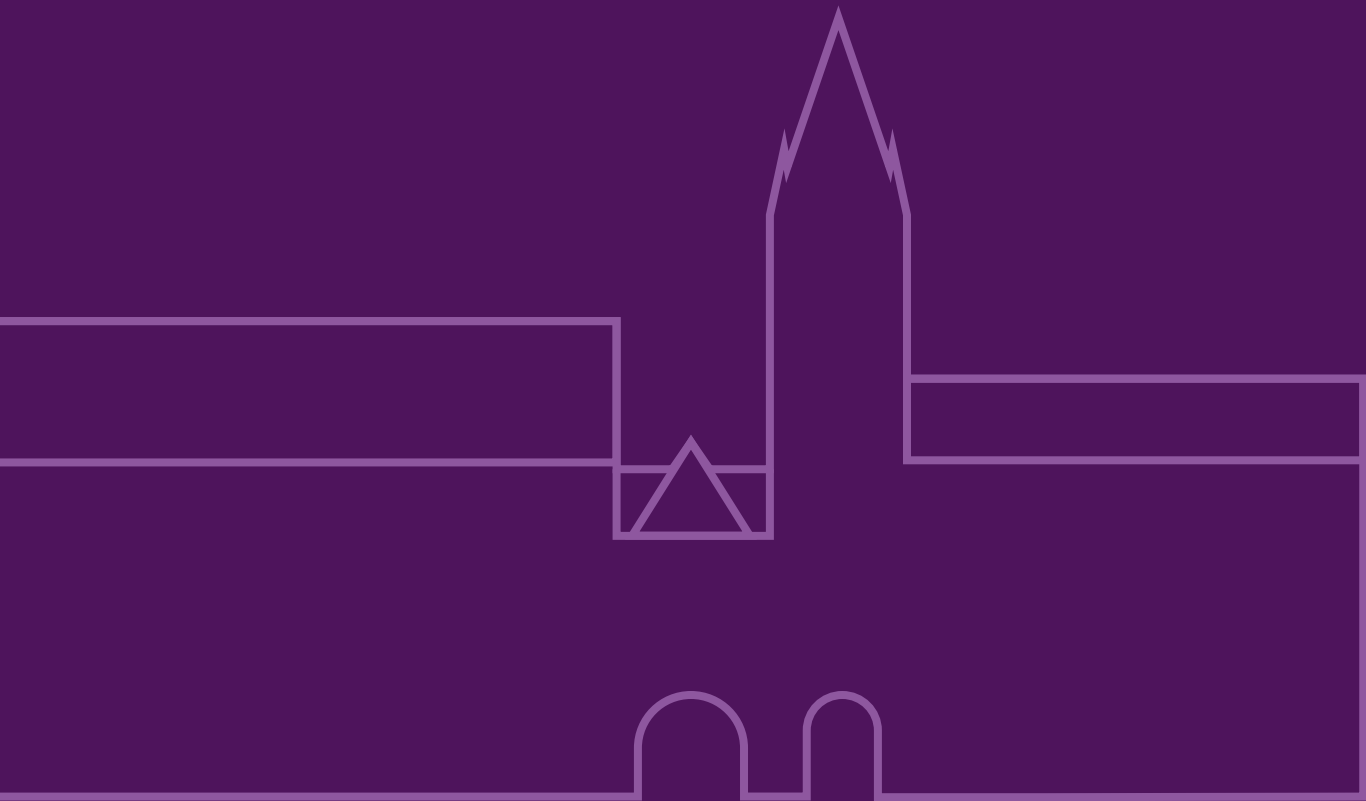


MANCHESTER
1824

The University of Manchester

Stocktake Report 2019/20

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



Professor Dame Nancy Rothwell
President and Vice-Chancellor



Introduction

The 2019/20 *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 final *Stocktake* to summarise progress against the ambitious goals and key performance indicators of *Manchester 2020*, which was published in October 2015. We are now transitioning to our new strategic plan, *Our future*, which was launched in early 2020.

The University's performance over the whole 2019/20 year demonstrated that we have a distinctive set of strengths, while the latter half of the year was dominated and impacted by the extraordinarily testing circumstances brought about by COVID-19. This necessitated the University to switch almost all of its teaching and learning provision to online-led delivery in a matter of days, in line with the national lockdown. Across the University, researchers were engaged in more than 200 COVID-19-related projects in the first six months of the pandemic alone. These brought together the research and innovation strengths of our partnerships more than ever before to focus on the public health crisis, including supporting the NHS on the ground and assessing the effectiveness of coronavirus testing.

The pandemic reminded us that our universities are, first and foremost, communities of people with shared values, with unique skills and expertise that contribute to resolving the big challenges facing society, both global and local. While continuing to provide world-leading research and high-quality jobs for our staff, we have strengthened our civic role by developing even closer relationships across the five higher education institutions in Greater Manchester. Through these, we have shared research, best practice and facilities, and made plans for our region's recovery from the pandemic, working with our local authorities, businesses, charities and people.

We continued to deliver an outstanding learning and student experience, though as the 2020/21 academic year began, we faced unprecedentedly challenging circumstances and quickly had to adapt our teaching and facilities. We have been learning from these experiences to provide a high-quality experience for all our students, whether on campus or from home.

Inevitably COVID-19 impacted on our progress to achieving our ambitions set out in *Manchester 2020*, but this should not detract from the huge achievements over the last year. The University maintained its highest-ever ranking at 27th in the 2020

QS World University Rankings and remained the most targeted university by the UK's top 100 graduate employers, according to High Fliers Research. For the second year running, Manchester was also the UK's top ranked university in the *Times Higher Education* Impact Rankings, which are based on the local, national and international impact of universities' education, research, operations and public engagement activity, using the UN Sustainable Development Goals as a framework.

The University's researchers continued their work on some of the world's most pressing problems. In addition to the fight against COVID-19, these included launching the UK's largest-ever programme looking at air quality in schools, collaborating with electronic music act Massive Attack to examine the impact of touring on the environment, discovering a way to stop the spread of a devastating childhood cancer, revealing the highest-ever level of microplastics on the seafloor, and finding ways to tackle the UK's regional inequality. The Manchester Institute for Biotechnology also received the Queen's Anniversary Prize for the environmental benefits of its pioneering expertise in industrial biotechnology.

Other awards included three new National Teaching Fellows, 11 prestigious Royal Society of Chemistry awards for our scientists, and three staff being elected as Fellows of the British Academy. In the New Year's Honours, Professor of Development Studies David Hulme was awarded an OBE whilst Professor of Sustainable Chemical Engineering Adisa Azapagic received an MBE.

Further demonstrating the University's commitment to sustainability was the announcement to end investments in fossil fuel reserve and extraction companies by 2022, and to go much further and 'decarbonise' all investments by 2038.

The University's staff and students continued to play an important role in social, cultural and economic recovery. Our Creative Manchester platform is supporting the arts and culture industry in the north-west and beyond, whilst development continues at our cultural

institutions, including Manchester Museum's £13 million *hello future* project due to open in 2021 and the First Light Pavilion at Jodrell Bank, now a UNESCO World Heritage Site.

The ambitious targets in *Manchester 2020* were published in 2015 in a very different set of circumstances to those in which we find ourselves today. Some of those targets were met or exceeded, others were impacted by the pandemic and some areas still need further improvement. *Our future* retains our three core goals of research and discovery, teaching and learning, and social responsibility, enhanced with four themes: three of these, innovation, civic engagement and global influence, underpin everything that we do, whilst our people, the core of whom are our staff and students, and our values are at the heart of our plan.

As we look ahead, our people remain integral to all we do. This has been an incredibly difficult period in our history, yet we can be proud of many successes, some remarkable achievements, incredible commitment and amazing teamwork. I recognise the incredibly hard work of our staff to provide teaching and wider support to our students, maintain research as much as has been possible, deliver a huge range of activities under social responsibility, including extensive volunteering to support the most vulnerable people in our communities, and maintain our essential services and key operations.

I would like to thank our many wonderful staff and students who contributed to our achievements over the past year in these most difficult of circumstances.

Nancy Rothwell
President and Vice-Chancellor

This report relates to 2019/20 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.

Progress against this KPI was made over the period 2015-20 as outlined below. The University's new strategic plan also contains a similarly ambitious measure for global influence: *We will be recognised as among the best universities in the world, in the top 25 in leading international rankings.*

The University's position in 2020 has risen overall from 2015 in each of the international league tables published, although there have been some minor fluctuations from year to year.

- In the Academic Ranking of World Universities (ARWU), the University's position rose from joint 41st in the rankings published in 2015 to 36th in 2020. Our highest position was 33rd in 2019. In 2020, we were ranked 5th in the UK.
- In the QS World University Rankings, the University's position rose from 33rd in the ranking published in 2015 to joint 27th in 2020, maintaining our highest-ever position for a second year.
- In the *Times Higher Education* World University Rankings, the University's position improved from joint 56th in 2015 to joint 51st in 2020, our highest position over the 2015-20 period, and up from joint 55th in 2019.

In the ARWU subject rankings published in 2020, Manchester ranked in the top 20 for five subjects: Metallurgical Engineering (8th), Nursing (14th), Geography (15th), Physics (15th), and Dentistry and Oral Sciences (20th). This represented 11% of the University's subjects (9% in 2019).

In the QS rankings published in 2020, the University was ranked in the top 20 in six subjects: Nursing (=8th), Development Studies (9th), Pharmacy and Pharmacology (10th), Petroleum Engineering (13th), Anthropology (15th), and Sociology (20th). In addition, the Manchester School of Architecture was ranked 8th. This represented 18% of the University's subjects.

GLOBAL STANDING



27

QS World University Rankings

36

Academic Ranking of World Universities

51

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.

The research grant and contract income target was a challenging one to achieve. Nevertheless, between 2009/10 and 2018/19, the University's total research grant and contract income increased by 66% from £195 million to £324 million. However, the pandemic in 2019/20 resulted in the majority of research laboratories being disrupted, except those which were able to pivot to research the medical priorities of understanding and treating COVID-19, and the suspension of all off-campus research which involved travel, fieldwork or in-person contact with participants. The total research grant and contract figure for 2019/20 was £265 million, down 18% on 2018/19, which included a 50% drop in research capital income.

With the caveat that the figures have been impacted by the pandemic, in 2019/20, total international income decreased to £38 million and total business income decreased to £30 million. The proportion of international income as a percentage of total research grant and contract income remained at 14%, whilst the proportion of business income remained at 11%.

Excluding tax credits, the University's total share of UK research grant and contract income in 2018/19 was 5.00% (4.43% in 2010/11) (2019/20 sector data were not available at time of publication of report).

The University continues to strive to maximise funding secured from major competitive funding streams, to increase our share of UK research grant and contract income and to improve research cost recovery. A recent success in 2020/21 was the announcement in August 2020 of the £32 million Productivity Institute, funded by £26 million from the Economic and Social Research Council (ESRC) and £6 million from the Alliance Manchester Business School. This is the largest award in ESRC's history.

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 REF2014 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 2019/20, 22.1% of all University items published in the period 2015-19 were in the top 10% of their field compared to 22.4% in the period 2014-18. Although this latest figure represents a slight fall, it is higher than the corresponding figures in each of the previous comparator periods since the 2010-14 baseline period.

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.

Over the period 2015-20, our postgraduate research student-to-staff ratio improved slightly to 2.1 from 2.0 in 2014/15. The University's peer standing improved from

being below target in 2015/16 to the 2018/19 position (the most recent benchmark data available), where our postgraduate research numbers were 619 FTE above the target of fifth place.

Considerable work has been undertaken at School and Faculty level to improve the proportion of postgraduate research students who complete on time, that is, award of degree within five years (full-time students). Over the period, the proportion of the cohort who completed within five years has continued on an upward trajectory, rising from 76% reported in 2014/15 (2009 cohort) to 81% reported in 2019/20 (2014 cohort) (80% reported in 2018/19 for the 2013 cohort).

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 87% towards achieving this 2025 KPI. There has been £868 million generated since 2004, which comprises £402 million of gross value added, being an independent measure of the sales and jobs created by IP licensing and spin-out activities, and £466 million of third-party investment capital injected into the University's spin-out companies. In the five years to 31 July 2020, £348 million economic impact has been generated.

The University of Manchester Innovation Factory (previously UMI²) is putting in place new processes and strengthening the team to become more effective at capturing and commercialising valuable University IP. There is a new focus on creating beneficial social and economic impact, and communicating globally with investors and licensees. During the financial year 2019/20, the Innovation Factory launched nine spin-out companies, a new record for the University, and signed 12 new technology licences/assignments.

ANNUAL TOTAL RESEARCH GRANT AND CONTRACT INCOME

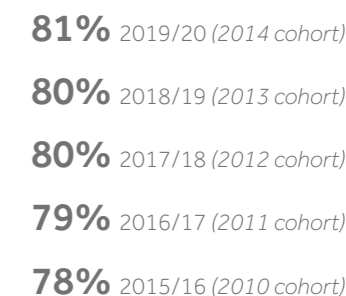


WORLD-LEADING OR INTERNATIONALLY EXCELLENT

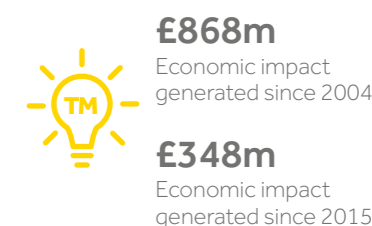


83% of research submitted to REF ranked 4* and 3*

PGR COMPLETION WITHIN FIVE YEARS



IP COMMERCIALISATION



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 2015, the University's overall student satisfaction score (question 22) was 86% (the same as the sector average), placing us in the third quartile of the Russell Group. In 2020, the overall student satisfaction score (question 27) was 81% (sector 83%), placing us 17th and remaining in the third quartile in the Russell Group, although a number of areas are already meeting the 90% satisfaction target. The University's overall satisfaction rate in 2019 was 84% (sector 84%).

Created in autumn 2019, the University's Institute for Teaching and Learning is now fully established. It is an academic centre created to support teaching quality, embed innovative teaching methods and lead on University-wide strategic projects. The new Institute supports 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. This was the first full year of the Institute's operation and its core focus is on enhancing teaching quality through a continuum of support for staff from those new to teaching and learning to those moving into leadership roles. This is achieved through a range of activities including the Leadership in Education Awards Programme, the Leaders in Teaching Programme, the appointment of Institute Fellows, and working closely with students as partners to design, deliver and evaluate educational initiatives.

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 last Destinations of Leavers from Higher Education (DLHE) survey, undertaken six months after graduation, was conducted in 2016/17 (published in 2017/18) and the proportion of the University's graduates in professional and managerial jobs and/or further study six months after graduation was 81%. This compares to data published in 2014/15 (2013/14 graduates), when the proportion was 79% and in 2010/11 (2009/10 graduates), when the proportion was 70%. The new Graduate Outcomes Survey that has replaced DLHE is outsourced nationally and takes place at 15 months post-graduation. The data from the first survey of graduates from 2017/18 were published in 2020. As the data are new there are no standard performance indicator definitions.

The University of Manchester retained its fifth place in the UK in the QS Graduate Employability Rankings 2020, and was ranked 6th in the UK in the *Times Higher Education* Global University Employability Ranking 2020. We were named the most targeted institution by the UK's top 100 graduate employers for the third consecutive year by *High Fliers Research* in 2020.

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.

Widening participation (WP) covers five key areas: pre-16 outreach; post-16 access; fair admissions and funding; outstanding

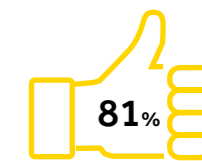
learning and student experience; and successful graduates. The *Manchester 2020* KPI measured the percentage of young, first degree entrants from low-participation neighbourhoods (LPNs) and was based on the home postcode used in the Universities and Colleges Admissions Service (UCAS) application process. The University benchmarked itself against the 20 Russell Group institutions in England which are subject to the same undergraduate fee regime. In 2018/19 (the latest published data), 7.4% of our entrants were from POLAR⁴ LPNs (compared to 7.8% in 2017/18); the benchmark figure was 7.8%. This placed the University in joint seventh place in the English Russell Group and in the second quartile. However, the 2019/20 HESA data submission shows that 8.8% of new entrants were from POLAR4 LPNs (Quintile 1). In 2014/15, the University had 7.9% students from POLAR3 (a wider grouping than POLAR4) and was placed joint fourth in the Russell Group.

The new access and participation measure is to improve the POLAR4 Quintile 5: Quintile 1 access ratio to 3:1. The baseline target in 2017/18 was 5.2:1. In 2018/19, the gap was 5.5:1, but provisional data for 2019/20 shows that the gap has reduced to 4.5:1.

Participation rate for lower socio-economic groups was an indicator based on the parental occupation classification declared through the UCAS application process. HESA data published for 2018/19 (and the 2019/20 HESA data submission) show that 23.7% of the University's young new entrants were from lower socio-economic groups, up from 23.5% in 2017/18. In 2014/15, the figure was 23.8%.

Since March 2020, staff have worked hard to create digital and online versions of our programmes, as well as rapidly designing new activities to address the sudden challenges that have arisen. Our Manchester Access Programme, Gateways programme, Pathways to Law and Greater Manchester Higher activities were redesigned for online delivery. We also put additional measures in place to ensure students from WP backgrounds were not disadvantaged during the admissions process of this exceptional year. Further details are in our [WP annual report 2020](#).

STUDENT SATISFACTION



2019/20

WIDENING ACCESS



7.4%

Low-participation neighbourhoods (POLAR 4 quintile 1 2018/19)

23.7%

Lower socio-economic groups (2018/19)

5.5:1

(POLAR4 Quintile 5: Quintile 1 access ratio 2018/19)

4.5:1

(POLAR4 Quintile 5: Quintile 1 access ratio provisional 2019/20)

STELLIFY

SUSTAINABILITY CHALLENGE

5,527 students (Year 1 UG)

SOCIAL JUSTICE CHALLENGE

1,775 students (Year 2 UG)

WORKPLACE ETHICS

1,073 students (Year 3+ UG)

VOLUNTEERING

1,574 students (externally verified)

STEP UP TO LEADERSHIP

2,662 students

STELLIFY AWARD

350 students

⁴POLAR (Participation of Local Areas) is a place-based measure of educational disadvantage which classifies local areas according to the participation rate of young people in higher education. POLAR4 assigns a quintile to an area based on how many 18-year-olds from that area started a higher education course between 2009-10 and 2013-14. Quintile 1 is the lowest rate of participation; Quintile 5 is the highest rate.

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 continued distinctiveness, ambition and focus for social responsibility, as recognised by national awards achieved. In the second publication of the *Times Higher Education* University Impact Rankings, the University of Manchester was ranked first in the UK, second in Europe and eighth in the world. Going forward, the new strategic framework for social responsibility has four overarching priority themes: social inclusion; better health; cultural engagement and environmental sustainability.

Research with impact. The University's five research beacons in the areas of advanced materials, cancer, energy, global inequalities and industrial biotechnology illustrate how our pioneering discoveries, interdisciplinary collaboration and cross-sector partnerships are tackling some of the biggest questions facing the planet. Examples include our Global Development Institute and our recognition as the leading global knowledge base in graphene and 2D materials. Our approach to cancer research spans the full spectrum of combating the disease. Our Manchester Institute for Biotechnology, is at the forefront of designing a sustainable future for the UK and countries across the world. Our Manchester Environmental Research Institute and Tyndall Centre for Climate Change Research continue to make significant contributions to progress towards climate change and carbon net-zero targets. Our collaboration through Health Innovation Manchester is accelerating helping to discover, develop and deliver innovative solutions to help improve the health of people in Greater Manchester and beyond.

Socially responsible graduates. In 2020, the University's Stellify Award was awarded to 350 students who successfully completed all the University's Ethical Grand Challenges, 40 hours of community volunteering and fulfilled two leadership roles. There were 111 inaugural awards in 2019.

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 2019/20, participation increased in all three

challenges: 5,527 students took part in the Year 1 sustainability challenge, 1,775 students undertook the online Year 2 social justice challenge and 1,073 students undertook the Year 3 workplace ethics challenge. The *Make a Difference* element supports students to volunteer in their local communities: 1,574 undergraduate students 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 2,662 students to undertake leadership activities. In 2019/20 2,465 students participated in the University College for Interdisciplinary Learning to broaden their educational horizons by taking course units outside the boundaries of their degree programme.

In 2019/20 our Equity and Merit programme enrolled 28 students for master's programmes from Uganda, Rwanda, Tanzania and Ethiopia. The scholarships are awarded to academically excellent professionals 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 Research Institute and Library was 714,955 in 2019/20, compared with more than 1.2 million in 2018/19. As a result of the pandemic, the University's cultural institutions were only open from 1 August 2019 to 17 March 2020, and the Museum also had significantly reduced capacity following continued closure of half of the building for redevelopment. However, there was extensive digital engagement between March and July, including an online Community Festival, as well as users of the Whitworth Park and Art Garden. The total reach of the cultural institutions over the whole year was therefore in the region of 1.9 million. The capacity of the cultural institutions is illustrated in the peak visitor numbers of 1.3 million in 2017/18, compared to 681,000 in 2009/10. The Ahmed Iqbal Ullah RACE Centre, part of the University Library, continued to contribute to our community engagement mission.

In 2019/20, 337 students progressed on to 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 over 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 1,230 staff and alumni have been placed into governor roles, compared with 433 in 2014/15.

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. A new Equality, Diversity and Inclusion Governance Group was established to provide leadership, drive and strategic direction across all areas of the institution.

The proportion of female academics at senior lecturer and above remained at 32% in 2019/20, compared with 30% in 2014/15. The proportion of Black, Asian and Minority Ethnic (BAME) staff in the Professional Services at grade 6 and above remained at 9%, compared with 8% in 2014/15. The proportion of BAME academic staff who were senior lecturers, readers and professors across all Faculties remained at 12% in 2019/20 compared with 10% in 2014/15. The University achieved the Race Equality Charter Mark bronze award for the second time in 2019. We are one of only six institutions nationally to achieve this and one of only 17 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 50 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 146 people back into work (16 into the University), with a cumulative total of 4,399 local people supported back into work since 2011. We also employed 31 apprentices this year from surrounding communities.

Environmental sustainability. The total carbon emissions in 2018/19 from gas and electricity consumption and University-owned vehicles reduced by 37% on the 2007/08 baseline, and by 5% compared with 2017/18, to 51,098tCO₂. The new measure in *Our future* is to align with Manchester City Council's decarbonisation pathway and 2038 target for zero-carbon. The University's zero carbon baseline is 54,000tCO₂. Data will be reported by calendar year annually. Carbon emissions in 2019 were 52,202tCO₂, a reduction of 4%. Actions underway include the ending of investments in fossil-fuel reserve and extraction companies by 2022, to decarbonising all investments by 2038, and the launch of an interdisciplinary platform connecting our research on climate change and environmental sustainability.

VISITORS TO CULTURAL INSTITUTIONS

714,955

1 August 2019 - 17 March 2020



TOTAL NUMBER OF SCHOOL GOVERNORS



1,230
2019/20

1,138
2018/19

905
2017/18

610
2016/17

514
2015/16

CARBON EMISSIONS



-37%

Total carbon emissions from energy consumption (scope 1 & 2) 51,098 tonnes CO₂ (-37% against baseline 80,550 tonnes CO₂)

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 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 and 70% in 2015. The staff satisfaction target for 2020 was met, with 80% staff agreeing they were satisfied with their job (81% in 2017, 82% in 2015). Some 92% of respondents said 'the University is a good place to work' and 89% said they feel proud to work for the University. In our new Strategic Plan, *Our future*, the measure of success is that 95% of staff will say the University is a good place to work. The staff satisfaction survey was conducted biennially, but future staff surveys will take place every three years, rather than two, with more frequent and shorter 'pulse' surveys carried out in the interim, such as the 'What works?' survey about the experiences of staff working during lockdown.



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 81% in 2019/20 (79% in 2018/19) from 73% in 2014/15. Functional suitability has risen to 87% in 2019/20 (85% in 2018/19) from 81% in 2014/15 and means that the target has been exceeded. Developments on campus continued and included Unsworth Park coming into use, offering high-quality accommodation on the Fallowfield Residential Campus.

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.

We continued to monitor earnings before interest, taxation, depreciation and amortisation (EBITDA) as our financial KPI. In 2019/20, EBITDA was 6.7% income compared with 7.4% income in the previous year (consolidated financial statement figure excluding pension adjustment). In 2014/15, EBITDA was 8.1% income.

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 (excluding significant one-off pension adjustments) in 2019/20 was £5.2 million (0.5% of income).

The University has experienced a particularly challenging year, with almost all areas of activity impacted to some degree by COVID-19 and closure of much of the University campus. With the volatility of the external landscape the financial resilience of the University is a key focus. A programme of activities aimed at improving the financial strength of the University is underway. A number of projects are ongoing and focus on strengthening and diversifying income generation whilst improving the efficiency of our activities.

The academic year 2019/20 was a challenging year for fundraising. However, the University raised £20.6 million (value of new gift pledges secured in 2019/20), an increase of £8.2 million on 2018/19. The three-year rolling averages for new funds raised has exceeded £20 million for each of the last five years from 2015/16.

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 2020 rankings are based on a sample of 11,004 responses from 132 countries from a survey carried out between November 2019 and February 2020. In 2019/20, the University rose to equal 48th place in the world, up from 51-60 in 2018/19, and remained ranked in 8th place in the UK. In the 2015 ranking, the University was 50th in the world and 8th in the UK.

In the annual brand tracker survey, in which a demographically balanced sample of 2,557 members of the general public were asked 'In your opinion, what are the top ten universities overall?' Manchester was placed third behind Oxford and Cambridge in both the 2019 and 2020 surveys.

There were 33,385 stories published in the mainstream media in 2019/20 compared with 32,668 in 2018/19 (38,795 in 2014/15). The University's strategy since 2016/17 is to focus on placing items in higher-quality outlets. Coverage in these targeted high-profile outlets in 2019/20 was 8,498 articles, compared with 7,912 in 2018/19 and 5,730 in 2016/17.

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 improved its average position to 20th in 2019/20 from 24th in 2018/19. This reflects us maintaining our highest position in *The Times Good University Guide* for 15 years (18th) and reaching our highest ever position in *The Guardian University Guide* ranking (25th, up from 40th last year), and despite dropping two places to =17th from our highest ranking to date in the *Complete University Guide* in 2018/19 (15th). In 2014/15, the University's average position was 28th.

KPI 14 Management compliance

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

Overall, the number of incidents and accidents during 2019/20 was generally down because of a reduction in the range of activities conducted on campus due to government restrictions during the pandemic. The health metrics fully met all requirements at audit levels 2 and 3 and largely met level 1. In safety, all three levels met all requirements.

As in previous years, there were no formal Enforcement Notices in the 2019/20 period.

Although the annual Compliance Exercise was not undertaken due to the pandemic, the annual compliance briefing with Heads of School and other senior managers was used to highlight the health and safety vision and mission statements, and a number of management initiatives were implemented in response to COVID-19.

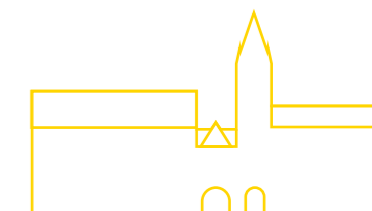
STAFF SATISFIED WITH JOB



80%

69% response rate

UNIVERSITY ESTATE



Estate functional suitability has exceeded the target of 80%

81%

'Good' condition

87%

Functional suitability

EBITDA



£71m

Earnings before interest, taxation, depreciation and amortisation (EBITDA) £71m (7% of income)

MEDIA COVERAGE



Reputation

33,385

stories in mainstream media

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