

MANCHESTER
1824

The University of Manchester

A photograph of three diverse school children in a museum or gallery setting. They are all wearing school uniforms (green sweaters, white shirts, and red ties) and green lanyards. The child on the left is a boy with glasses, smiling and looking through a purple magnifying glass. The child in the middle is a girl with braided hair and large green bows, looking through a green magnifying glass. The child on the right is a girl looking through a blue magnifying glass. They are all focused on something out of frame, likely an exhibit. The background shows other visitors and museum architecture.

Social responsibility and civic engagement plan

Our future

Knowledge | Wisdom | Humanity

2021–2025 PLAN

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Foreword

This is our five-year plan for our core goal of Social Responsibility and the Civic Engagement theme in *Our future* – our University's Vision and Strategic Plan.

Our Social Responsibility Plan was first launched in February 2020, weeks before the global pandemic. It covered the academic years 2020/21 to 2024/25. Reflecting the increasing alignment of our social responsibility and civic engagement work, we've updated this plan to incorporate both sets of priorities in a single place.

The four priorities in our original social responsibility plan remain Social inclusion, Better health, Environmental sustainability, and Cultural engagement. Added to this is a fifth priority – Prosperous communities. This reflects the increased

importance we attach to enhancing inclusive economic growth within all parts of our city region, using our force as a research powerhouse and key anchor-institution to create demand for high-productivity jobs and businesses and the supply of the people, ideas and innovations that are key to levelling up Greater Manchester.

From our beginnings nearly 200 years ago as England's first civic university, we've sought to break down barriers and improve lives. Our civic mission continues today and has been enhanced by our role as the first university in the UK to set social responsibility as a core goal in 2011.

Ten years on from our launch of social responsibility, we became the first university in the UK to top the 2021 *Times Higher Education* Impact Ranking, leading 1,200 universities around the world for social, economic, environmental and health impacts towards the UN Sustainable Development Goals. As we enter our third century, this plan builds on our rich heritage of impact on society, the economy and the environment – locally, nationally and internationally.

With the engagement of our staff, students, alumni, and external partners, this plan supports our journey from being a leading university in the world towards an institution for the world, for the UK, and Greater Manchester.



Professor Nalin Thakkar
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Purpose, vision and strategic plan

Our purpose

To advance education, knowledge and wisdom for the good of society.

Our vision

We will be recognised globally for the excellence of our people, research, learning and innovation, and for the benefits we bring to society and the environment.

Our strategic plan



On the pages that follow, you can read about the key initiatives we are planning for the next five years on social responsibility and civic engagement.

You can read about our full vision and strategic plan at www.manchester.ac.uk/strategic-plan

Social responsibility and civic engagement at a glance

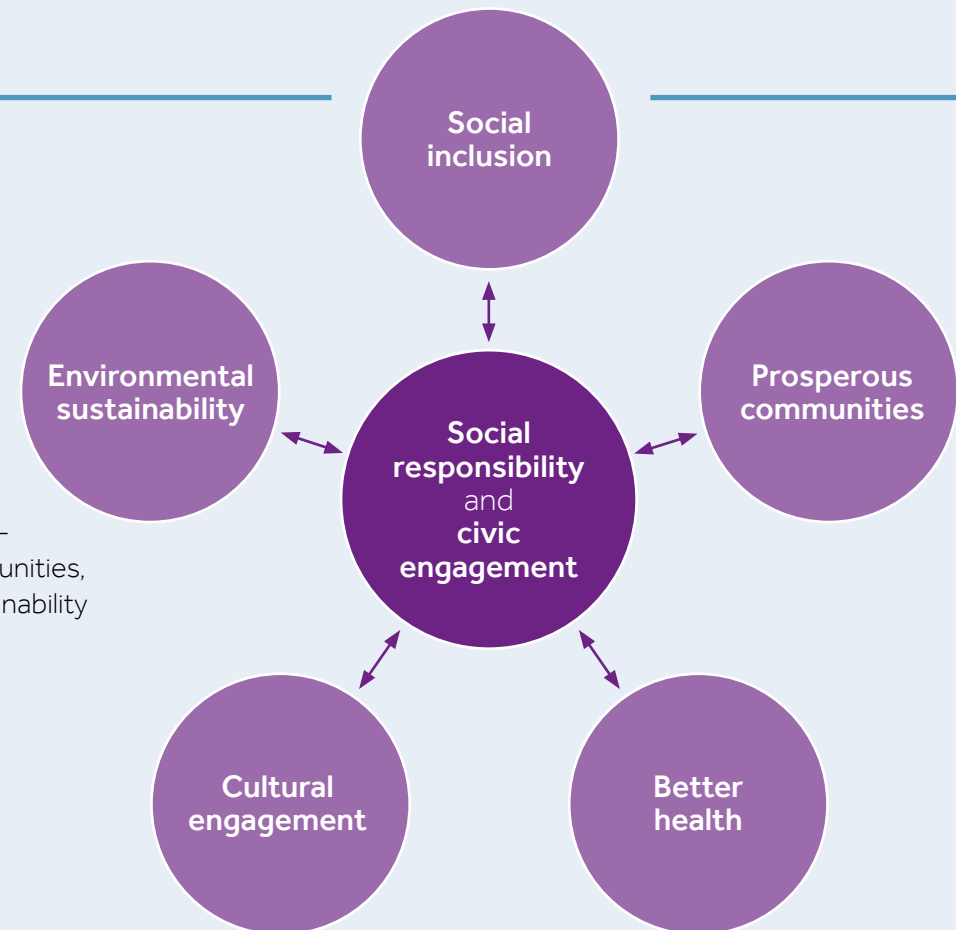
Our social responsibility and civic engagement activities build on fundamental building blocks about why, what, how and where we work.

Why

Our social responsibility and civic engagement work addresses the question 'What are we good for?' rather than 'What are we good at?' Therefore, social responsibility and civic engagement are at the heart of our 'why', reflected in our institutional purpose to "advance education, knowledge and wisdom for the good of society." This public purpose is at the heart of everything we do in social responsibility and civic engagement.

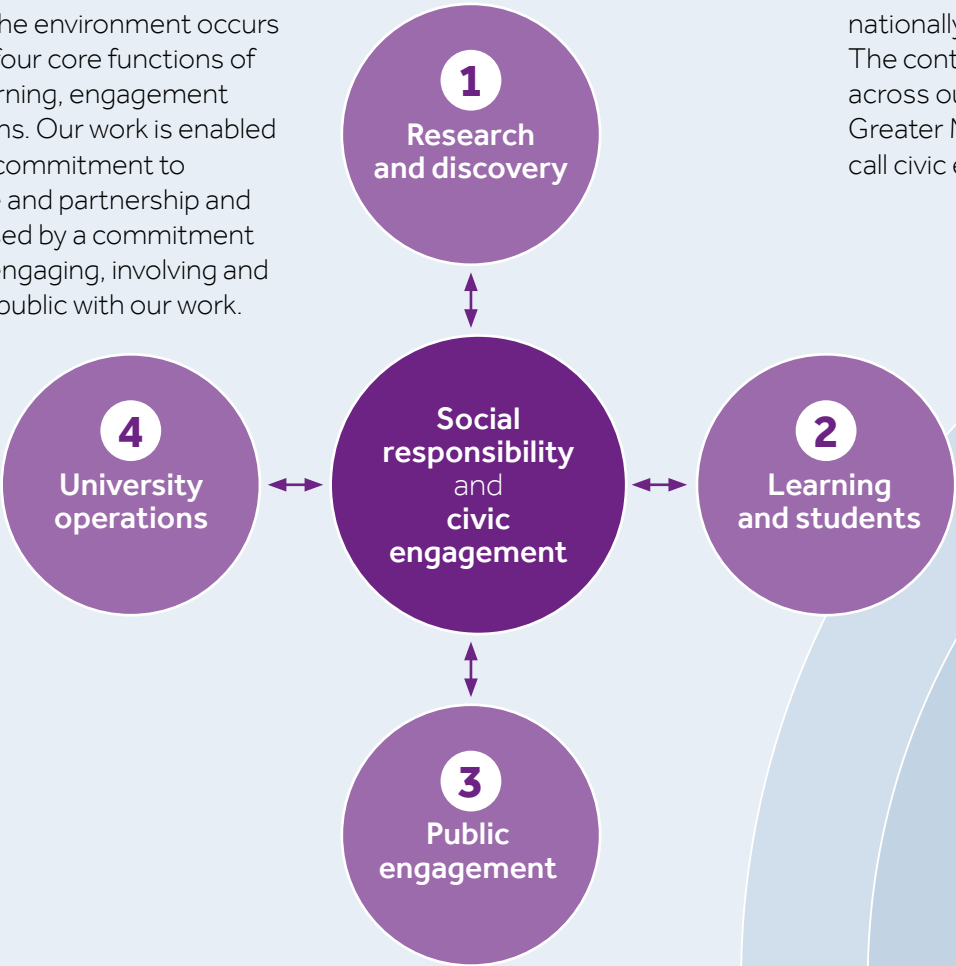
What

We've organised the delivery of our social responsibility and civic engagement around five priorities – Social inclusion, Prosperous communities, Better health, Environmental sustainability and Cultural engagement.



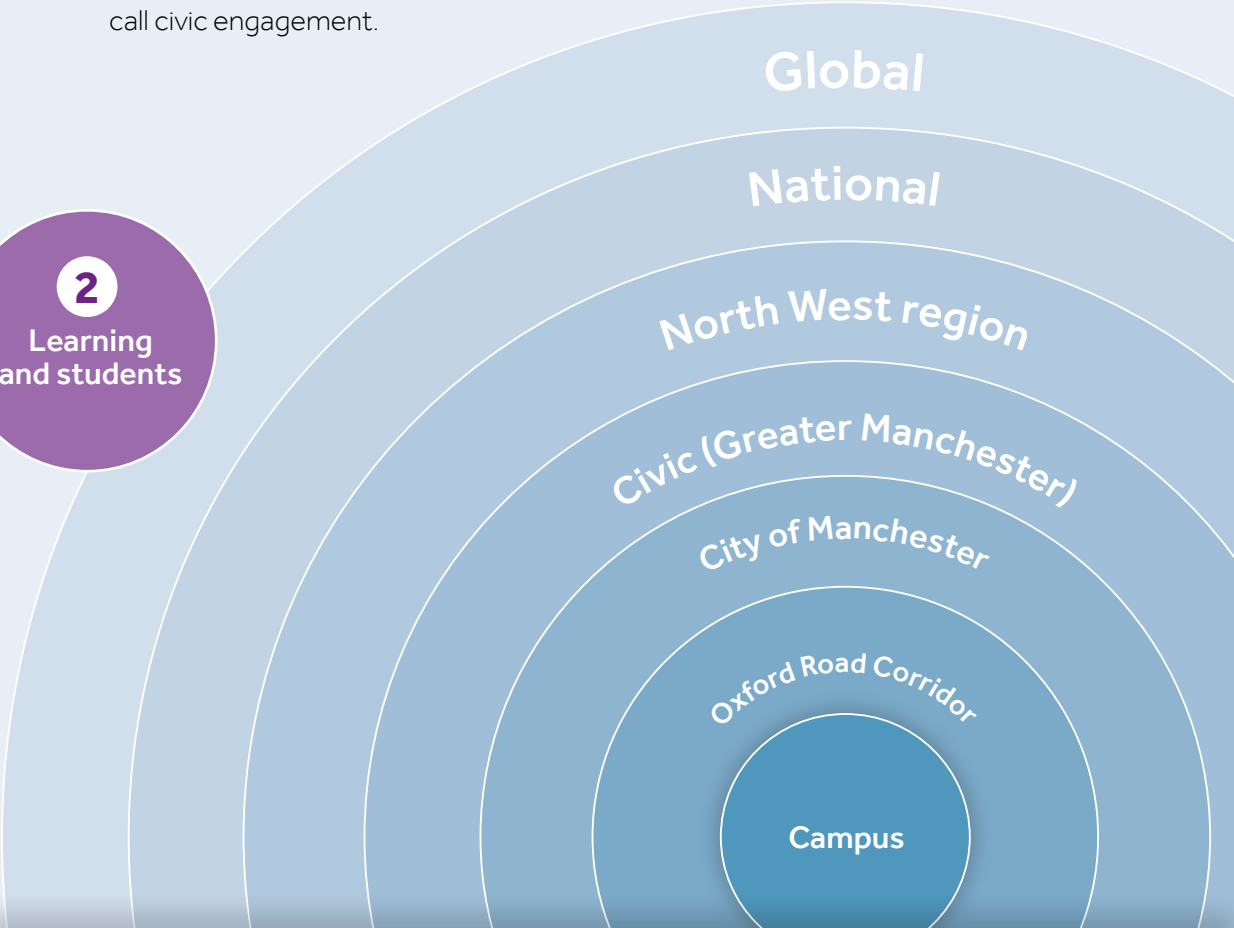
How

The contribution we make to society and the environment occurs through our four core functions of research, learning, engagement and operations. Our work is enabled through our commitment to people, place and partnership and is characterised by a commitment to listening, engaging, involving and inspiring the public with our work.



Where

Our social responsibility work occurs globally, nationally, locally and on campus. The contribution and impact we make across our diverse communities in Greater Manchester is what we call civic engagement.



Priorities

1. Social inclusion



2. Prosperous communities



3. Better health



4. Environmental sustainability



5. Cultural engagement



Priority 1: Social inclusion



> Global inequalities

> Educational access programme

> Social value programme

> Campus equality, diversity and inclusion

> Public and civic engagement

Pronounced social inequalities, prejudice and discrimination continue to blight people's lives locally, nationally and internationally – with many of these inequities exposed further during the pandemic.

We will listen to, engage with, involve and inspire people on campus, in communities and around the world to advance social inclusion through our research, teaching and learning, public engagement and campus operations.

Global inequalities

Pronounced inequalities exist across the world, particularly in major areas of the Global South where access to food, healthcare, infrastructure and resources blight lives. Through our world-leading Global Development Institute (GDI) and Humanitarian and Conflict Response Institute (HCRI), we will co-produce at least two flagship research programmes with communities, public, private and NGO partners to address challenges in the areas of humanitarian and conflict response and African cities' development, ensuring this work leads to changes to policy and practice (2021-2025).

Educational access programme

Opportunities to participate in and benefit from education are sharply linked to geography, family background and school type. Our plans to advance social inclusion through education include:

- delivering Access Manchester initiatives to support the progression of students from disadvantaged backgrounds into the University in line with our Access and Participation Plan (2020-2025);
- developing and delivering pioneering educational outreach and enrichment programmes – institutionally and in partnership – that raise attainment and inspire learners across the least advantaged parts of Greater Manchester, to widen access and promote equality, diversity and inclusion of all groups (2020-2025);
- leading the UK for the number of staff and alumni school governors that support leadership in state schools (2020-2025).

Social value programme

As a key anchor institution across our city region, we will generate social value through our core operations such as human resources, procurement, finance and estates. Our plans include:

- supporting at least 100 people each year from Greater Manchester into work either: at the University through our founding partnership with Manchester’s Growth Company on the award-winning The Works initiative; through our apprenticeship programmes; or employment and skills programmes with partners in the continued development of our campus (2020-2025);
- contributing to the social and economic wellbeing of Greater Manchester by becoming the UK’s first university to embed social value in our procurement processes. We will adopt the use of the Social Value Portal to raise our ambition for advancing social and environmental benefits through our procurement selection, processes, monitoring and outcomes (2021/22);
- committing to be a Member of the Greater Manchester Good Employment Charter, which includes a commitment to secure work, the real living wage, inclusive recruitment, health and wellbeing, flexible work, engagement, voice, and people management (2021/22).

Campus equality, diversity and inclusion

Priorities for advancing equality, diversity and inclusion on campus are part of the ‘Our People, Our Values’ theme of *Our Future* and include the following key areas:

- protecting staff and students from all forms of discrimination, harassment and victimisation (2020-2025);
- improving the academic representation of BAME and women staff at senior lecturer and above (2020-2025);
- improving the BAME representation of professional service staff (2020-2025).

Public and civic engagement

We will share our expertise and partner with communities and organisations to address the issues that matter to them in social inclusion, diversity, social justice and inequalities. Our plans include:

- delivering at least four flagship public, civic or policy engagement projects each year through our Faculty of Humanities that advance social inclusion across Greater Manchester (2021-2025);
- advancing the inclusion and involvement of all sections of society in science, technology, engineering and mathematics (STEM) through activities that reach at least 100,000 people globally, for example, through our Great Science Share for Schools and locally through our flagship ScienceX activity (2021-2025).

Priority 2: Prosperous communities

> Research, discovery and innovation

> Business, public and policy engagement

> Skills

> Anchor operations

Research, discovery and innovation

We will use our knowledge and discovery to enhance innovation in key economic sectors of the national and regional economy through:

- working with businesses and other partners to develop new initiatives linking our research strengths to local industry needs, particularly in advanced materials, AI, digital trust and security, low carbon and health innovation (2021-2025);

- supporting the establishment of the new business-led Advanced Manufacturing and Productivity Institute, including through delivering our element of the Strength in Places programme (2021-2025);
- working through existing University initiatives such as the North West Productivity Forum and Scale-Up Forum, engaging with local businesses (large and small) to develop joint research projects that respond to industry needs (2021-2025).



Business, public and policy engagement

We will work in partnership and share our knowledge and expertise locally and nationally to advance prosperity through:

- supporting the development of a new industry-led innovation partnership organisation, Innovation GM, to provide the leadership, coordination and delivery capacity needed to create an innovation ecosystem in GM and the North to match those seen in the world's most successful and prosperous regions (2021-2025);
- undertaking policy engagement and commissioning activity to address lower levels of prosperity in specific areas of Greater Manchester, building on the example of the Oldham Economic Review (2021-2025);
- increasing our rate of IP commercialisation via our Innovation Factory (2021-2025), attracting the funding these need to grow through initiatives such as Northern Gritstone, creating successful businesses that contribute to GM's economy;
- prioritising University senior leadership engagement on national and regional economic policy developments such as the Local Enterprise Partnership and Northern Powerhouse Partnership, North West Business Leadership Team, GM Civic University Board and Innovation GM (2021-2025);

- sharing and exchanging ideas and knowledge through our research and teaching with our community partners, for example, through our Living Labs and Community Festival (2021-2025).

Skills

We will nurture skilled professionals of tomorrow from all backgrounds that support the GM and national economy by:

- working to enhance collaboration through the new GM HE-FE Alliance to bring together GM's five universities and nine further education colleges to create a distinctive, world-leading, and locally relevant further and higher education ecosystem (2021-2025);
- supporting our graduates to apply their skills and knowledge gained at the University to advance regional and national prosperity (2021-2025);
- supporting students and graduates to develop entrepreneurship skills and establish start-up businesses, in particular through our Masood Entrepreneurship Centre (2021-2025).

Anchor operations

We will use our anchoring role as a key urban place-maker to enhance inclusive growth and regional prosperity by:

- playing a lead role in the Oxford Road Corridor partnership to coordinate our campus activities with other stakeholders in the local area (2021-2025);
- beginning the transformation of our former North Campus into Innovation District (ID) Manchester, a world-class environment where breakthrough ideas are turned into reality (2021-2025);
- working with civic partners outside Greater Manchester to maximise the University's positive impact on the wider region, including Jodrell Bank in Cheshire and the Dalton Cumbrian Facility in Cumbria (2021-2025).

Priority 3: Better health

> Global health challenges

> Civic health challenges

> Patient and public involvement and engagement

While major progress has been made in improving health and wellbeing, there remain significant challenges in understanding, preventing and tackling disease and addressing key health challenges locally, nationally and internationally.

The global coronavirus pandemic has significantly exacerbated these global and regional health inequalities. We will listen to, engage with and involve

people on campus, in communities and around the world to support advances in health, wellbeing and social care through our full range of activities. Our work to create better health outcomes is characterised by regional collaboration through the Greater Manchester Health and Social Care Partnership, NHS trusts and Health Innovation Manchester and globally with partners to address key areas of Sustainable Development Goal 3: Good Health and Wellbeing, particularly in relation to fighting communicable and non-communicable diseases and enhancing access to healthcare in the Global South.

Global health challenges

We will improve lives by engaging with communities, patient groups, NGOs, national governments and other key stakeholders to develop and deliver programmes linked to key health, conflict or humanitarian challenges in the Global South.



Civic health challenges

We will respond to key health challenges in Greater Manchester by:

- developing our curriculum to deliver at least three flagship service-learning initiatives that address priority community health challenges in Greater Manchester (2021-2025);
- developing a cross-university initiative focused on developing solutions that address issues around health inequity and sustainability in Greater Manchester and globally (2021-2025);
- developing a flagship health-related widening participation programme to address disparities in access and attainment.

Patient and public involvement and engagement

We will continue to play a leading role in developing and providing PPIE infrastructure (2020-25) for research and teaching. We will also advance the inclusion and involvement of patients or the public in undergraduate and postgraduate health-related units (2020-2025).

Priority 4: Environmental sustainability

> Zero carbon

> Sustainable Futures

> Single-use plastics and use of materials

> Nature-based solutions to climate change

The global crisis brought about by levels of greenhouse gas emissions, rising temperatures and the erosion of nature and biodiversity represents nothing less than an urgent and existential threat to humanity.

Through our environmental actions, we will listen to, engage with, involve and inspire people to understand and address the urgency of the climate and nature crisis and the opportunity of environmental sustainability through our research, learning, public engagement and operations.

Our global community of 10,000+ academic and professional staff, 40,000+ students, half a million alumni and numerous external partners offer significant opportunities to improve environmental sustainability. Our work will advance knowledge, understanding and action on environmental sustainability on campus, in communities and around the world through the following key initiatives.

Zero carbon

We will develop a Zero Carbon Masterplan to support our transition towards a zero-carbon campus. This will:

- reduce direct carbon emissions from owned or controlled sources (Scope 1) and indirect emissions from the generation of energy we use (Scope 2) by an average of 13% per annum from 2018 baseline (2021-2025);
- develop targets for our Scope 3 emissions (by 2022);
- revise and assess our policy on socially responsible investment in line with the zero carbon agenda (2021-2025);
- collaborate with our partners across Greater Manchester on decarbonisation (2021-2025).

Sustainable Futures

We are developing a new platform, Sustainable Futures, to bring together, advance impact and share knowledge about the University's most significant research, teaching and engagement activity addressing environmental sustainability and climate change (2021-25). This includes a focus on:

- Resilient futures: fulfilling societal functions in the face of accumulating and disruptive environmental change at various scales, while ensuring our natural environments are protected, restored and sustained.
- Resourceful futures: providing for human needs in ways that sustainably manage finite resources and recover value from rather than lose materials into the environment.
- Net-zero futures: delivering rapid emissions reductions and enhancing our ability to remove and store carbon.
- Healthy futures: managing risks to humans and ecosystems and realising the benefits of transitioning to an environmentally sustainable future.
- Inclusive and prosperous futures: delivering environmental sustainability through a just transition that enables communities to thrive.

Single-use plastics and use of materials

We will continue our commitment to eliminating avoidable single-use plastics across catering, laboratories and stationery by 2022 and avoiding waste of all materials. We will also advance research and discovery in the use of circular materials. For example, our Sustainable Materials Innovation Hub is helping to improve the understanding, use and consumption of plastics across the region by offering free advice to SMEs and other organisations to develop innovative solutions. Plus our application of 2D materials such as graphene is helping to reduce the energy intensity of concrete.

Nature-based solutions to climate change

We will develop and agree strategic partnerships to engage staff, students, alumni and other communities in responsible schemes to support proven natural solutions to capture carbon, restore the natural world and enhance environmental sustainability. A range of partners and projects will be identified, and programme targets agreed (by 2022).

Priority 5: Cultural engagement

> Public engagement through our cultural institutions

> Creative Manchester

Our work to engage and inspire people on campus, in communities and around the world with society's greatest challenges is brought to life in the distinct priority we give to cultural and creative activity.

The cultural and creative sector is a key driver of regional and national social development, contributing to the wellbeing of society and the environment, health and self-esteem, quality of life, dialogue and diversity. It played a critical role during the pandemic and is contributing to community

resilience, social connection and wellbeing as we build back with more resilience from it. The sector is also one of the most rapidly growing in the UK, and a key part of the Greater Manchester economy, where dynamic economic and cultural exchanges occur and innovation is nurtured.

Our world-leading cultural institutions – Manchester Museum, the Whitworth, John Rylands Library and Jodrell Bank Discovery Centre – our Creative Manchester platform, our campus performance venues and Manchester University Press are key ways we invest in public engagement. Through these assets, we can creatively engage individuals, civil society organisations, educators, leaders, and employers to deliver social and environmental impact. Drawing on our distinct collections, inspirational spaces, ideas, events, exhibitions and convening power, we have set the following priorities over the next five years.



Public engagement through our cultural institutions

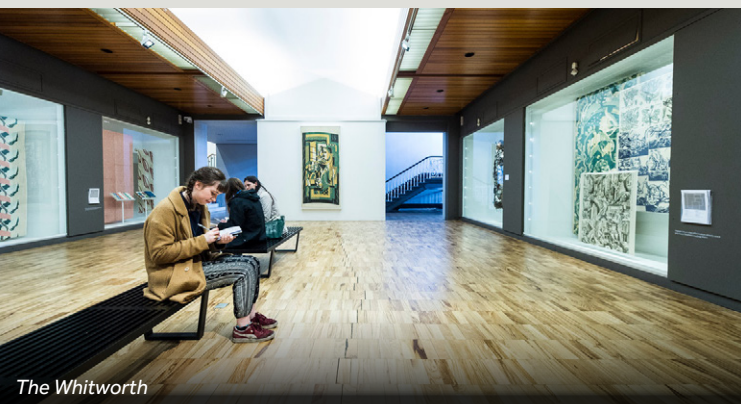
Manchester Museum

Manchester Museum's £13.5 million 'hello future' project will transform our work to build a better understanding between cultures and a more sustainable world; and become the most inclusive, imaginative, and caring museum you might encounter. New partnerships for civic and global engagement will focus on the development of a Future of Education space addressing environmental and social justice challenges; a Chinese Culture Gallery; and a South Asian Gallery (2020-2025).

Image: Manchester Museum



Priority 5: Cultural engagement



The Whitworth

The Whitworth will be driven by a vision to use art for positive social change, and actively address what matters most in people's lives. Underpinned by the ideas of learning together through making and doing; creating a place of care, consideration and community; and taking action – the gallery will develop civic engagement work with diverse audiences and enhance our pioneering Natural Cultural Health Service activities in Whitworth Park (2020–2025).

John Rylands Research Institute and Library

The John Rylands Research Institute and Library is among the most remarkable university special collections libraries in the world. We will be transforming the visitor experience through new

exhibition facilities and redesigned spaces. A new British Pop Archive and a Humanitarian Archive are being established to engage audiences with our collections and scholarship. And we will support the ground-breaking work of our Ahmed Iqbal Ullah RACE Centre in Manchester Central Library as a nationally important archive and community engagement centre focused on race and ethnicity (2020–2025).

Jodrell Bank Discovery Centre

Jodrell Bank Discovery Centre will pioneer arts, science and cultural engagement with the public through our award-winning Bluedot festival. We will use our UNESCO World Heritage Site status to boost visitors to our region. And we will capitalise on our location and natural assets in addressing the climate and nature crisis (2020–2025).

Creative Manchester

Our ambitious research and engagement platform, Creative Manchester, is helping champion culture and creativity by engaging people, educators, leaders, employers and organisations across all sectors to nurture talent and enhance our contribution to cultural and creative growth. We will develop innovative courses and teaching, influence and inform policy and decision-making around the creative and cultural sectors and collaborate with partners to strengthen, diversify and grow the cultural and creative industries – locally, nationally and internationally. A key priority is to use our talent, facilities, and convening power to advance cultural and creative impact through at least three key strategic alliances with key local, national and international partners each year (2020–2025).

Partners, people and processes

> Partners

> People

> Processes

Underpinning our priorities for social responsibility and civic engagement are three enablers – partners, people and processes – representing our University-wide approach to ensuring social responsibility and civic engagement flourishes at all levels.

Partners

Our work to advance social responsibility and civic engagement is built on the assumption that partnerships with people and organisations create greater and quicker societal impact than when our work is pursued alone. We will prioritise:

- regional partnerships with public, private and third sector organisations. This includes:
 - o working with other local universities, local authorities and the Greater Manchester Combined Authority (GMCA) as part of our Greater Manchester Civic University Agreement;
 - o launching a new GM Policy Hub to advance policy impact with local partners;
 - o working with other knowledge-intensive actors along the Oxford Road Corridor;



o working in unison with local schools, VCSE sector organisations, hospital trusts and further education colleges;

o working with innovators through our Innovation Greater Manchester partnership;

- national collaborations and partnerships to advance public and civic engagement, for example, through our support for the National Coordinating Centre for Public Engagement (NCCPE) and Civic University Network (CUN);
- global networks and partnerships to advance social responsibility, for example through participating in the Talloires Network, University Social Responsibility Network, Sustainable Development Solutions Network, UN Academic Impact and the Association of Commonwealth Universities.

The UN Sustainable Development Goals (SDGs)

The world's biggest partnership can be found in our common pursuit of work with private, public and third sector organisations across 193 countries towards the 17 UN Sustainable Development Goals (SDGs). In 2019, 2020 and 2021, we were the UK's top institution in the THE Impact ranking for performance in meeting the SDGs. We were also the first UK university to achieve the number one position in the whole world in 2021, from more than 1,200 universities across 98 countries. We have a purposeful commitment to aligning a wide range of our research, teaching and learning, engagement and campus operations to help meet the SDGs through:

- engaging and involving staff, students, alumni and external partners with the global goals and developing a new SDG microsite to align, link and communicate our work on each of the SDGs (2022);
- embedding SDGs into our research communications and bibliometrics by linking researcher profiles and impact to specific SDGs (by 2022);

- advancing student engagement with the SDGs through a range of programmes and initiatives, including our Stellify programme; our University College for Interdisciplinary Learning units; a new 50,000 Actions platform; a University Living Lab platform; and prospective student course profiles (2020-2025). We will also launch a revised set of graduate attributes for undergraduate and postgraduate taught programmes linked to social responsibility and the SDGs (by 2022).
- delivering our renowned international Equity and Merit programme that offers free campus-based and online master's education for professionals from the Global South, empowering students to make a significant contribution to sustainable development in their home countries and beyond. We will expand the programme from Ethiopia, Rwanda, Tanzania and Uganda to include Malawi and Zimbabwe (2022).



People

We are involving and engaging staff, students, alumni and members of the public from diverse backgrounds to enhance the impact and affect change.

- Staff: we will proactively engage staff in academic and professional support roles to contribute to social responsibility and civic engagement activity locally, nationally and internationally. This will include programmes to enhance the civic contributions of staff at all levels (2021-2025).
- Students: we will proactively include and involve students in shaping our strategy and as partners in addressing social, environmental and civic challenges through curricular, co-curricular and volunteering activities (2020-2025).
- Alumni: we will involve our alumni community to raise funds and act as inspirational agents for change through philanthropy, advocacy, mentoring and social action (2020-2025).
- Public: public engagement is how we share ideas and knowledge; inspire discussion, debate and creativity; and inclusively involve the public in our work so that our research directions are influenced by society’s priorities. Our work to inspire high-quality public engagement – locally, nationally and internationally – is reflected in our status as a Gold Watermark institution with the National Coordinating Centre for Public Engagement (NCCPE). We will be prioritising:

- o strategy: creating a shared understanding of the purpose, value, meaning and role we have in engaging the public through an update to our PE strategy, championing public engagement at all levels and embedding it in other strategies across the university (2022);
- o support: offering access to high quality continuous professional development, networks and recognition opportunities for public engagement for staff, students and community partners (2020-2025);
- o activity: identifying innovative, high-impact and relevant activities that deliver meaningful public engagement, working in partnership with diverse audiences to inspire informed discussion, debate, action and creativity. This will include developing a structured way to listen to, engage and act on community voice through deliberative involvement of local communities in our activities and decision-making through a new civic engagement panel (2022);
- o evaluation and impact: we will evidence the outputs and outcomes of our work on public engagement and share our learning through the Knowledge Exchange Framework (KEF); Knowledge Exchange Concordat (KEC); HE Business and Community Interaction (HE-BCI) survey; and NCCPE Watermark process (2020-2025).

Processes

We will invest in our structures, systems and processes to facilitate involvement in social responsibility and civic engagement, enhance quality and impact and ensure value for money. This will be achieved through:

- recognising and rewarding staff involvement in social responsibility and civic engagement in recruitment, promotion, workload plans and performance reviews (2020-2025);
- celebrating staff, student, alumni and external involvement in social responsibility through our annual Making a Difference Awards (2020-2025);
- identifying external showcasing opportunities for social responsibility and civic engagement activity (2020-2025);
- supporting innovation and joined-up thinking on social responsibility and civic engagement, prioritising focused programmes operations, targeting of action and high-quality monitoring and evaluation of impact (2020-2025);
- communicating and engaging with staff, students, alumni and external communities about our role in social responsibility and civic engagement (2020-2025).

Measures of success

Social responsibility and civic engagement are broad themes with multiple priorities. Therefore, it is best monitored by reviewing a portfolio of measures and quality marks of social, civic, and environmental impact.

Two externally validated measures – each drawing on a portfolio of data themselves – will be used to assess our success. These will be supplemented through monitoring a range of other metrics.

Board scorecard metrics

To perform in the top 2% of universities globally for impact towards the UN SDGs

Since 2019, the *Times Higher Education* has published an annual Impact Ranking, which provides an external source of data with global benchmarks across a portfolio of each of the 17 UN Sustainable Development Goals. Relative position is assessed through a combination of c325 measures and metrics taken from data and evidence of practice. The ambition has been future-proofed to account for increased numbers of institutions choosing to participate in the THE Impact Rankings each year. The ambition is to stay within the top 2% of global institutions.

To perform in the highest, top decile in UKRI/Research England's Knowledge Exchange Framework segment for 'Public and Community Engagement'

Since 2020, Research England (part of UK Research and Innovation – the public body that funds universities to undertake research and knowledge exchange – has collected and published data on universities' different knowledge exchange activities. Evidence of performance on public and community engagement is collected as part of this, and universities are placed into one of ten deciles to rank their performance. Our ambition is to be within the top decile on this measure.

Additional metrics

A range of other metrics and reports on progress will be monitored and evaluated through the University's Social Responsibility and Civic Engagement Group.

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