

# Delivery Handbook

## At a glance

How we'll progress our strategy to 2035,  
*From Manchester for the world.*



# For successful delivery

## Make our goal clear

- Tie every new initiative to the strategy

## Work together on design

- Co-create solutions through active consultation

## Pay attention to overall load

- Sequence and pace initiatives

## Support people through transition

- Invest in resources, training, wellbeing support and time

# Our principles

## Improve by design

- We will plan deliberately, with colleagues and students shaping solutions

## Be user driven

- We will design with colleagues and students, not for them

## Engage with purpose

- We will co-create and provide opportunities to contribute

## Deliver early, learn often

- We will prototype, test and iterate, with outcomes improved through learning

## Trust and be accountable

- We will simplify governance, with leaders owning outcomes

## Support and include

- We will embed EDI and wellbeing throughout



# In practice

## Design with people at the centre

- Understand the need
- Set design principles
- Co-create solutions
- Prototype and test
- Design inclusively

## Unite to solve complex challenges

- Recognise an issue is complex
- Break down silos
- Create a collaborative space
- Draw on a range of expertise
- Work as one university
- Move from discussion to action

## Manage funding and prioritisation clearly

- Understand funding sources
- Ensure alignment with strategy
- Consider value for colleagues, students, researchers or partners
- Be transparent in prioritisation

## See the whole picture

- Take a whole-institution view
- Plan for adoption, not just delivery
- Phase where possible; engage teams early
- Be flexible and mindful of pressure points, timing and load

## Create spaces for learning, iteration and constructive feedback

- Embed pilots and prototypes
- Provide team spaces and opportunities – reviews and retrospectives
- Share lessons across the University

## Measure success and share impact

- Define success from the start
- Track benefits over time – agreed milestones
- Collect feedback and share learning



# Expectations of leaders

## Champion

- Own and drive outcomes
- Set clear vision
- Secure resources
- Remove barriers
- Be a visible advocate

## Communicate

- Connect the why and how
- Help colleagues make sense of change
- Have consistent, honest, two-way conversations

## Role-model

- Lead with accountability and collaboration
- Be open, adaptable and inclusive
- Create space to raise issues, ideas and lessons
- Connect to wider University context

## Listen and adapt

- Invite feedback and constructive challenge
- Respond with action
- Be willing to adapt and correct in real time

See the **full Delivery Handbook** for more information.

