

Become  
Unstoppable



University of  
**Salford**  
MANCHESTER

# UNIVERSITY OF SALFORD STRATEGY

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2022-2027

# CORPORATE STRATEGY REFRESH 2022-2027

## EXECUTIVE SUMMARY

Amongst all the turmoil and the changes experienced in recent years and still expected, industry collaboration, as identified in our previous strategy, is still our guiding principle that will allow us to achieve our vision of preparing students for life. Our new strategy sets out how we intend to build on progress made to date.

Our strategy is based on seven pillars:

### **PREPARING OUR STUDENTS FOR THE FUTURE**

Ensuring that our students are given the knowledge and skills to succeed in their chosen careers is our biggest priority. This means working with employers to connect them to industry as well as embedding real world learning into the curricula of a demand led portfolio. It also means putting in place opportunities and support for personal development, through their studies and through extra-curricular activity.

### **LOCAL ROOTS, GLOBAL AMBITION**

We will provide an attractive, accessible, and increasingly flexible portfolio that is responsive to the skills needs of regional, national and international economies, which facilitates industry engagement, partnership and flexible learning.

### **EQUITY, DIVERSITY AND INCLUSION**

Our aim is to be a university where, regardless of background, all have equality of opportunity and there is equity in outcomes for all staff and students, with EDI at the heart of everything we do.

### **INNOVATION - INTENSIFYING INDUSTRY COLLABORATION**

Through our industry-focused research and innovation, we will harness our expertise across our key areas of excellence and work with partners to address real world challenges. We will do this by helping businesses to improve their products and services, supporting policy makers to tackle the major issues facing our society and through connecting with our community to share knowledge and expertise.

### **ENVIRONMENTAL SUSTAINABILITY**

The world has changed, and global environmental challenges faced by humanity are significant and urgent. As a campus university in the heart of a city we continue to enhance the environmental benefits of our location and that of our teaching and research excellence that focuses on human interaction with the natural world. We have a commitment to becoming net carbon zero by 2038.

### **PEOPLE, DIGITAL, CAMPUS**

We are committed to ensuring that we have an inclusive and fully diverse colleague community in which each member can feel inspired and motivated to perform at their best.

We will transform our campus and the surrounding city district through the Crescent Masterplan, creating vibrant, attractive, sustainable and accessible new spaces that will bring together industry, education and innovation.

We are continuing to invest in digital technology to connect colleagues, students and our wider communities in new and innovative ways and will transform our University through enabling digital technologies.

### **FINANCIAL RESILIENCE**

Our aim is to provide long-term financial sustainability that will allow sufficient investment to support our ambitions.



# INTRODUCTION

## PROFESSOR HELEN MARSHALL

### VICE-CHANCELLOR



The world is emerging from a global pandemic that has redefined our lived experience. Against this background, here at Salford we are refreshing our strategy for the next five years. This updated approach will acknowledge our recent successes, learn from the challenges we have faced, build a campus that is fit for the future, and reaffirm our commitment as an anchor institution for Salford and as a civic university supporting our students, our local community and our wider city region.

Despite the turmoil and change around us, we know our mission as a university has remained unchanged throughout our history and that is to:

- ✓ Educate the next generation of modern industrialists, innovators, creators, entrepreneurs and leaders
- ✓ Develop the skills and knowledge needed to capitalise on the next industrial revolution
- ✓ Work in collaboration with public and private sector partners to address local and global economic and societal challenges

From our roots in Victorian Britain, providing skills to help drive one of the biggest economies in the world, to our recent industry partnerships, we have always sought to connect knowledge with industry through a collaborative approach. This is a 21st century version of our heritage and we are proud that - to this day - we remain true to our origins as the Royal Technical Institute, created in 1896 to provide the workforce that powered the Industrial Revolution. We are an inclusive community and have grown over the past 126 years to have a global reach through our alumni and our partnerships, whilst remaining passionate about impacting our local communities across Salford and Greater Manchester through regeneration, job creation, cultural enrichment and promotion, and the facilitation of wellbeing and sustainable living.

This is reflected in the experiences of our students. We pride ourselves on our real-world approach to learning. Whether studying for a higher technical qualification, a degree apprenticeship, a bachelor's or master's degree or doctoral study, our students are connected to industry and real-world experiences of employment from day one of their studies.

We also demonstrate this through our research, where we utilise our expertise to work in partnership with industry to address their most pressing challenges. Through industry collaboration we can deliver new knowledge and innovation. For Salford, industry collaboration is not a bolt-on option, it is in our DNA and is what, I believe, makes us distinctive.

The twin pillars of education and research are the core of what we do. And this strategy sets out our aspiration to become a top 50 university for both our teaching and our research. Importantly, we have made a commitment to provide this in an inclusive and fully diverse community. We need the voice of multiple perspectives for change to be effected faster and for the better. I am incredibly proud of all that we have achieved together over recent years, but I know we can go further and faster.

By continuing to improve our teaching and learning, we will have a positive impact on our students and graduates who will become more capable, more confident and more employable. This in turn will support businesses in Salford, Greater Manchester and beyond, many of which we know are crying out for skilled workers.

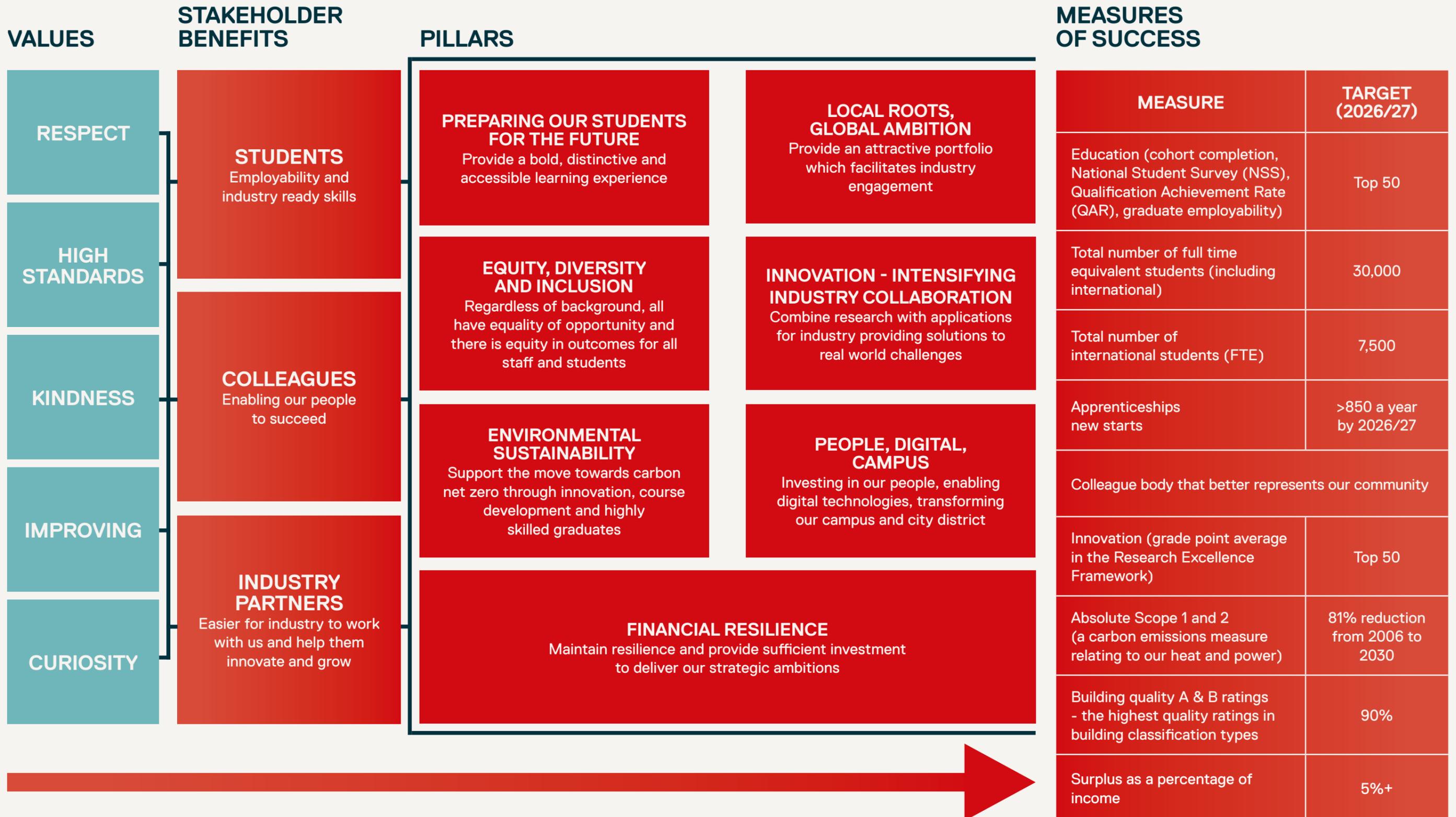
Growing the quality and impact of our research will enable us to help partners across the public and private sectors locally, regionally, nationally and internationally to capitalise on the opportunities of net zero and the digital economy to drive productivity and growth.

This strategy will guide us in the realisation of our ambitions, the support we will offer to our city and region as an anchor institution and in transforming the lives of our students. And while we have some clear goals for the next five years, this strategy is set to continue to deliver our vision which remains our unchanged guiding principle:

*“By pioneering exceptional industry partnerships, we will lead the way in real world experiences preparing students for life.”*



# STRATEGY MAP





# SALFORD AT A GLANCE



Our four Schools, covering areas of the arts, media, creative technologies, business, health, society, science, engineering and the environment, are the engine room of our University.

Through their expert and industry-informed insight they provide our graduates with the necessary skills, experience, social capital, civic engagement, confidence and resilience to improve the lives of local and global communities.

Their researchers tackle issues across: environmental change; the need to move to a sustainable model for the economy; achieving net zero; technological transformation; political splintering; conflict; security; maintaining and improving social cohesion and human connection; and meeting increasing physical and mental health needs.

Our Schools are home to dedicated and talented colleagues and students, who can claim the following fantastic achievements:

- ✓ Top 20 subject ranking for Radiography, Social Policy, Physiotherapy and Social Work in The Times Good University Guide 2022.
- ✓ We are the 3rd largest provider of nursing in the UK supporting the NHS with 400 graduates per year and we support Greater Manchester Police through an innovative apprenticeship to train new recruits.
- ✓ Our arts and media graduates are successful in many fields and awards including winning four out of eight nominations at the 2022 Royal Television Society (RTS) North West Student Television Awards for the student categories.
- ✓ We are developing significant research assets with Energy House, Robotics and Ignition.
- ✓ We support the success of the Greater Manchester economy through the SME Help to Grow programme through our Business School.



# VALUES

At the University of Salford, our values underpin our work and signal to our stakeholders what is important to our organisation.

These are our provisional values that we will enhance and work on during this strategy period.



## RESPECT

Valuing and showing respect for everyone, treating others as we wish to be treated. Respecting and protecting the environment, and the values of social justice and equity.



## HIGH STANDARDS

Striving to provide an excellent experience and outputs for all in whatever role we do.



## KINDNESS

Being understanding and considerate not only when it's easy, but when it's hard.



## IMPROVING

Striving for innovative ways to improve what we do and the wider world; encourage involvement, value contributions and listen to, and positively act on, feedback.



## CURIOSITY

A learning, inquisitive and flexible mindset and a positive approach to risk taking.

# PREPARING OUR STUDENTS FOR THE FUTURE

**STRATEGIC LEAD: DR SAM GROGAN,  
PRO VICE-CHANCELLOR STUDENT  
EXPERIENCE**

Ensuring that our students are given the knowledge and skills to succeed in their chosen careers is our biggest priority. This means connecting them to industry from day one of their studies. We will work with employers to embed real-world learning into the curriculum, meaning that when our students enter the workplace upon graduation, they are already comfortable and confident in that environment. We will collaborate with employers to ensure our courses are demand-led and we are responding directly to the needs of businesses, improving the employability of our graduates. And we will be customer-focused, ensuring the student journey at Salford empowers our learners to focus on what is most important – their studies. We are aligned to the Office for Students (OfS) statement on equality of opportunity where students' access, success and progression are not limited by their background, location or characteristics.

## OVERALL AIM

We will provide a bold, distinctive and accessible learning experience, co-created in partnership with students and industry, co-delivered on campus, online, and in the workplace, and focused on real-world, value-added experiences which prepare our students for life and which enable student success. We will be top 50 across key defined student metrics.

The Education and Employability strategy will focus on:

- ✓ Inclusive, authentic assessment and curriculum models, designed to enable success.
- ✓ Embedding employability and industry relevant skills, knowledge, ability and experiences into core curriculum.
- ✓ Connecting and expanding the link between our post-graduate taught and research programmes with industry specialised skills needs.
- ✓ Development of a personalised, digitally underpinned learning journey and customer experience with an increasing focus on a coaching model of learning.
- ✓ Development and articulation of a flexible graduating portfolio and personal 'employability' tool kit.

## HOW WILL THE AIM BE ACHIEVED?

We will build on our reputation as an industry focused university, developing both curricular and extra-curricular content to grow the social capital of our students giving them the confidence to be creators of knowledge, able to experiment and innovate, solving the challenges facing industry today. We will deliver across four main priorities for our students.

### ✓ Academic Success:

Designing inclusive assessment and addressing award gaps, deploying the employability strategy centred on increasing work-based learning opportunities and placements, preparing students for future careers. Developing and supporting our colleagues to deliver relevant and engaging practice-oriented learning experiences, enabled by new and innovative learning technologies and the establishment of a Learning and Teaching Enhancement Centre.

### ✓ Customer Experience:

Enhancing seamless, high quality course organisation and communication and a personalised student journey which allows students to focus on their studies. Working with our Students' Union to capture and use the student voice across all characteristics to allow us to develop the University community.

### ✓ Leadership:

Growing the capability and capacity, and shared consistent culture of practice and recognition, of our course leaders to deliver a focus on quality and student success. Our Salford Academic programme for colleagues will ensure that we have the right ways of working in place and provide development pathways with the supporting reward and recognition.

### ✓ Enabling Environment:

Creating the right digital, physical and regulatory environment and learning opportunities that mean our students, whether residential or commuter, want to come and stay on campus.

## CASE STUDY

### PARTNERSHIP WITH GREATER MANCHESTER POLICE

In partnership with Greater Manchester Police (GMP) and the University of Central Lancashire, our School of Health and Society has been awarded the contract to deliver two recruitment entry routes to the police force across the Greater Manchester region. Designed and validated by the College of Policing, the new Professional Education and Qualification Framework replaces the in-house training of police officers, formally recognising the breadth and depth of knowledge and skill required for the role.

As the lead qualification provider, we have introduced two new entry-level pathways:

- ✓ Police Constable Degree Apprenticeship: a three-year professional policing degree apprenticeship.
- ✓ Degree Holder Entry Programme: a two-year graduate diploma.

Our subject matter experts in policing and criminal justice fields have direct experience of working with police officers in a wide range of practice settings. Combined with our national and international reputation in key research areas such as autism and the criminal justice system, domestic violence, child protection, anti-racism, adult safeguarding and mental health, this collaboration will deliver innovative and high-quality victim-centred learning to up to 1,750 new police officers over the next five years.

The addition of policing to our portfolio will see us invest over £700,000 in policing-oriented simulation facilities such as interview rooms and an incident/crime scene flat, and bespoke digital curricula packages to deliver real life learning. Total additional investment of over £1.2 million in 2022/23 in degree apprenticeship resourcing underlines our strategic commitment to apprenticeships and consolidates our reputation for effective partnership working with major employers.



#### MEASURE

Education (cohort completion, National Student Survey (NSS), Qualification Achievement Rate (QAR), graduate employability)



#### TARGET 2026/27

Top 50



# LOCAL ROOTS, GLOBAL AMBITION

**STRATEGIC LEAD: JO PURVES,  
PRO VICE-CHANCELLOR ACADEMIC  
DEVELOPMENT**

Offering access to higher education and providing students with the tools to succeed is critical to realising our future ambitions as a university. Through our varied portfolio of courses that includes undergraduate and master's degrees, higher and degree apprenticeships, higher technical qualifications and short courses, we offer education and training pathways for learners at a variety of levels, across different industries and throughout the lifetime of their careers.

It is important to us that we have impact in our local community and our wider city region, as well as making a contribution to the nation's economy, but we are also a global institution with partnerships around the world. While we have ambitions to grow our international reach, we recognise that our roots are in Salford - and we are committed to working with local and regional partners to have a positive impact through an outward-facing education offer that meets the needs of industry in our city and our city region.



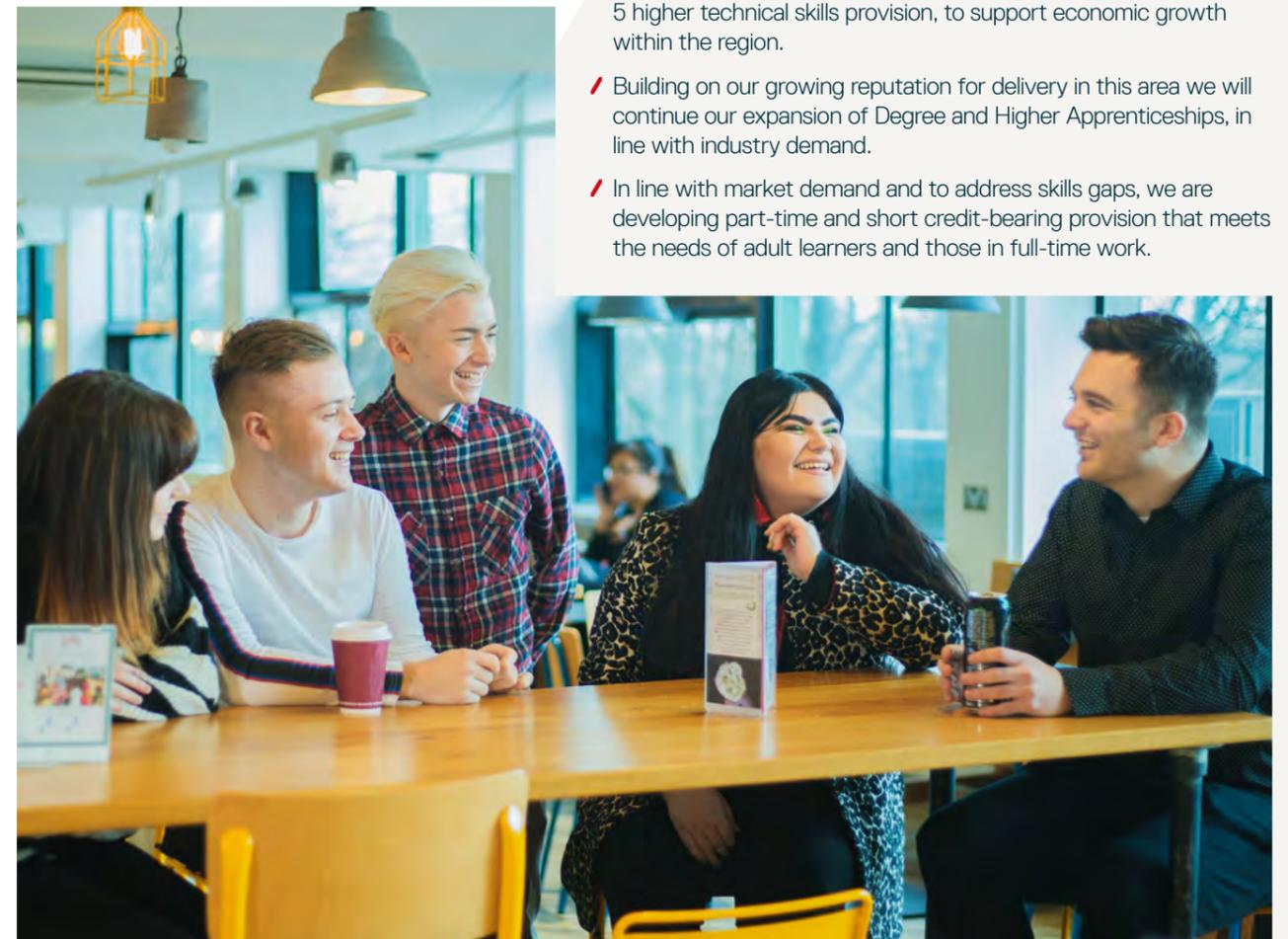
Strategic Lead,  
Jo Purves

## OVERALL AIM

We will provide an attractive portfolio that is accessible to all, responsive to the skills needs of regional, national and international economies, which facilitates industry engagement, partnership and flexible learning. One which delivers a great experience for the different student groups who engage with our increasingly varied provision and increases the diversification of the University's income streams, and therefore boosts institutional sustainability and resilience.

## HOW WILL THE AIM BE ACHIEVED?

- / We will continually review our portfolio and will introduce new subjects including those of digital media, games design and production, e-sports, AI, forensic psychology and sustainable construction. They will be by industry need and address current and emerging multi-disciplinary, real-world issues.
- / Diversify the student body by broadening the geographic reach of our recruitment strategies and provide different entry routes that respond to local, national and international needs.
- / Provide flexible modes of delivery, including through collaboration with partners that meet the diverse nature of our learners, including mature, working learners.
- / Developing and supporting a network of key school, college and university partners to support our outreach work for the progression of students to the University.
- / Develop international strategic partnerships in key markets that will grow international student numbers at our campus and overseas (including utilising 2+2 arrangements) and build global reputation. Growth in Trans-National-Education, including expansion of programmes with our University of Bahrain partnership.
- / Working with our alumni and wider international networks to support international recruitment and provide students and colleagues with opportunities for placements and exchanges, while balancing efforts to minimise our carbon footprint.
- / In close collaboration with industry, development of Level 4 and 5 higher technical skills provision, to support economic growth within the region.
- / Building on our growing reputation for delivery in this area we will continue our expansion of Degree and Higher Apprenticeships, in line with industry demand.
- / In line with market demand and to address skills gaps, we are developing part-time and short credit-bearing provision that meets the needs of adult learners and those in full-time work.





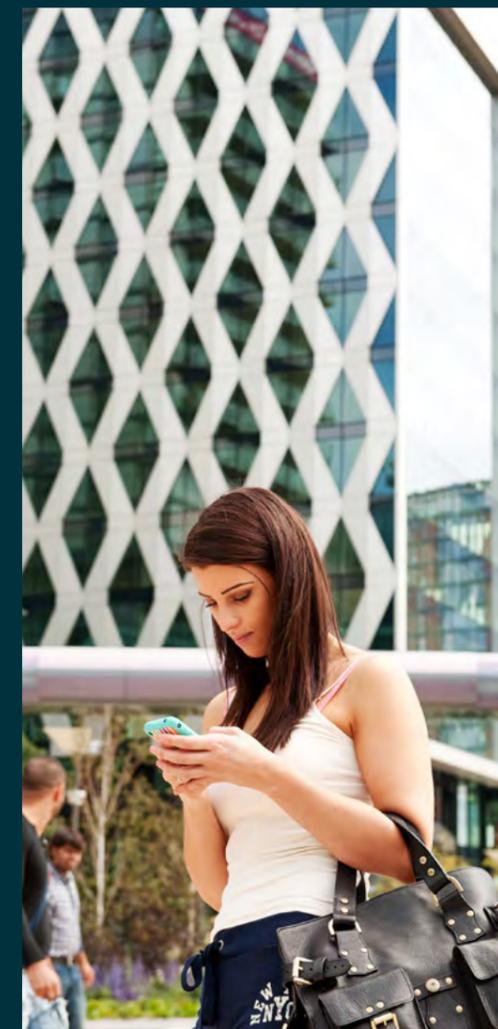
MEASURE	TARGET 2026/27
Total number of full time equivalent students (including international)	30,000
Total number of international students (FTE)	7,500
Apprenticeships new starts	>850 a year by 2026/27



## CASE STUDY

### ROBERT KENNEDY COLLEGE: GLOBAL REACH AND FLEXIBILITY

To reach a global audience, Salford Business School offers a range of MSc programmes via a franchise agreement with the online specialist provider, Robert Kennedy College (Zurich). RKC has been a strategic partner since 2013, since which time 100s of professionals from 177 countries and across a range of sectors including private, public and NGOs, have studied on 18 postgraduate programmes. As part of their programme, RKC students have an opportunity to attend a week-long residential programme at the University of Salford. For many, this is the highlight of the course, allowing them to experience the best of face-to-face learning as well as the chance to network with peers, staff and industry. By combining part-time online learning with the ability to register on individual modules – allowing students to set their own pace of study – the partnership with Robert Kennedy College is a good example of the flexibility and global reach of our offer.



## CASE STUDY

### MEDIACITY

As the only university with a base at MediaCity, our campus encourages creative and interdisciplinary collaboration between students, academics, specialist technicians, and the creative industries.

Located alongside the BBC, ITV and over 250 digital and media businesses, our studios and specialist spaces are equipped with industry-standard hardware and software.

- ✓ World-class TV studios matching the audiovisual systems used by BBC, Sky and ITV.
- ✓ Cutting-edge radio studios reflecting the way in which the radio studios at the BBC are set up. The studios provide excellent recording spaces with ISDN access and have been previously used for live contributions to shows on BBC Radio 2, talkSPORT and Capital.
- ✓ The Digital Media Performance Lab, a large and flexible double-height space which combines the technology of a TV studio with the excitement of live theatre and cinema, designed for interactive performances and immersive digital exhibition.

These facilities play a central role in the professional development of our students, creating graduates who go on to apply their skills nationally and internationally. Our flagship programmes in Film Production and TV and Radio Production attract hundreds of applicants each year, forming part of a growing portfolio within our School of Arts, Media & Creative Technology. Our Creative Technology, Journalism, Film and Broadcast Media areas, will soon be joined by new programme developments in Animation, Creative Games and XR, Digital Media and XR, and Creative Computing, all responding directly to the needs of industry.

# EQUITY, DIVERSITY AND INCLUSION

**STRATEGIC LEAD: JO PURVES,  
PRO VICE-CHANCELLOR ACADEMIC  
DEVELOPMENT**



Strategic Lead,  
Jo Purves

## OVERALL AIMS

For Salford to be a university where regardless of background all have equality of opportunity and there is equity in outcomes for all staff and students. Every day we will hold ourselves to account that Equity, Diversity and Inclusion (EDI) is at the heart of everything we do, developing an inclusive campus that supports our students, colleagues and local communities.

## HOW WILL THE AIM BE ACHIEVED?

### Our students

Providing an inclusive environment of outstanding teaching and quality of life is our goal. Support and award outcomes are still an area of concern for students with disabilities and from Black, Asian and Minority Ethnic backgrounds so we will target resources to understand these patterns better and be transparent in our actions to address the differences.

### Our colleagues

The lack of diversity in our colleague profile is still proving to be difficult to address but we are determined to do more in 2022/23. Our recruitment team is growing its capacity and we're trying new approaches to make our recruitment process more inclusive. Our EDI journey is gathering momentum through the education of colleagues and sharing the responsibility across the institution, as well as investing in more roles to drive the change.

*"We have a new Associate Pro Vice-Chancellor for Equity, Diversity and Inclusion incoming in October 2022, at which point a more detailed direction of travel will evolve and be shared with colleagues in due course. The dedicated expertise in this role will give extra impetus to our commitment to making the University of Salford a truly inclusive place to work and study. I will remain the Executive Lead for EDI but the additional resource and representation at the Vice-Chancellor's Executive Team meetings will ensure we are embedding EDI principles even further at the highest levels of decision making."*

**Jo Purves,**

Pro Vice-Chancellor Academic Development



## CASE STUDY

### BLACK, ASIAN, AND MINORITY ETHNIC AWARD GAP

Degree grades have become increasingly valued by graduate employers. More than 50% of young people now attend higher education by age 30 (Department for Education, 2019) and, consequently, more employers have turned to degree grades to differentiate graduates during recruitment.

Between 2018/19 and 2019/20, there was the largest decrease in the degree awarding gap ever recorded – although a clear gap remains. The awarding gap puts Black, Asian and Minority Ethnic students at a significant disadvantage, adding to structural disadvantages outside education that mean Black, Asian and Minority Ethnic graduates, on average, have a lower income and fewer chances of finding graduate employment even when they are awarded a first or 2:1 (Britton, Dearden and Waltmann, 2021).



## CASE STUDY

### SCIENCE, ENGINEERING AND ENVIRONMENT (SEE) BIOMED BLACK, ASIAN AND MINORITY ETHNIC AWARD GAP SUCCESS

In Trimester 2 of 2019/20, the BioMed team in SEE investigated the Black, Asian and Minority Ethnic award gap in the BSc BioMed program. The team introduced several interventions/activities that eliminated the award gap in 2020/21:

- ✓ **Complete revision of Skills modular content (Level 4 and Level 5):** Widening skills portfolio/early careers/employability signposting and increased face to face sessions for L4.
- ✓ **Linking of timetabled L4 skills to SEE-Engage touchpoints.**
- ✓ **Anonymised marking introduced.**
- ✓ **Increasing staff awareness of the gap through team meetings.**
- ✓ **Clearer marking rubrics and increased formative assessment.**
- ✓ **Representative role models in staff, alumni and external speakers to inspire students.**
- ✓ **Online learning resources (recorded lectures) were introduced just prior to the pandemic, a resource already available due to apprentice programmes.**

In addition to offering high standards in the classroom, the team's approach was also to grow the many forms of graduate capital. In doing so, their aims were to raise aspirations, inspire and empower all students placing an emphasis on personal goals and career management. At the heart of the interventions/activities introduced, is a dedicated team who work tirelessly to support students, including Dr Sara Namvar, who was shortlisted for the Most Innovative Teacher of the Year at the Times Higher Education Awards 2021.



## MEASURE

Colleague body that better represents our community

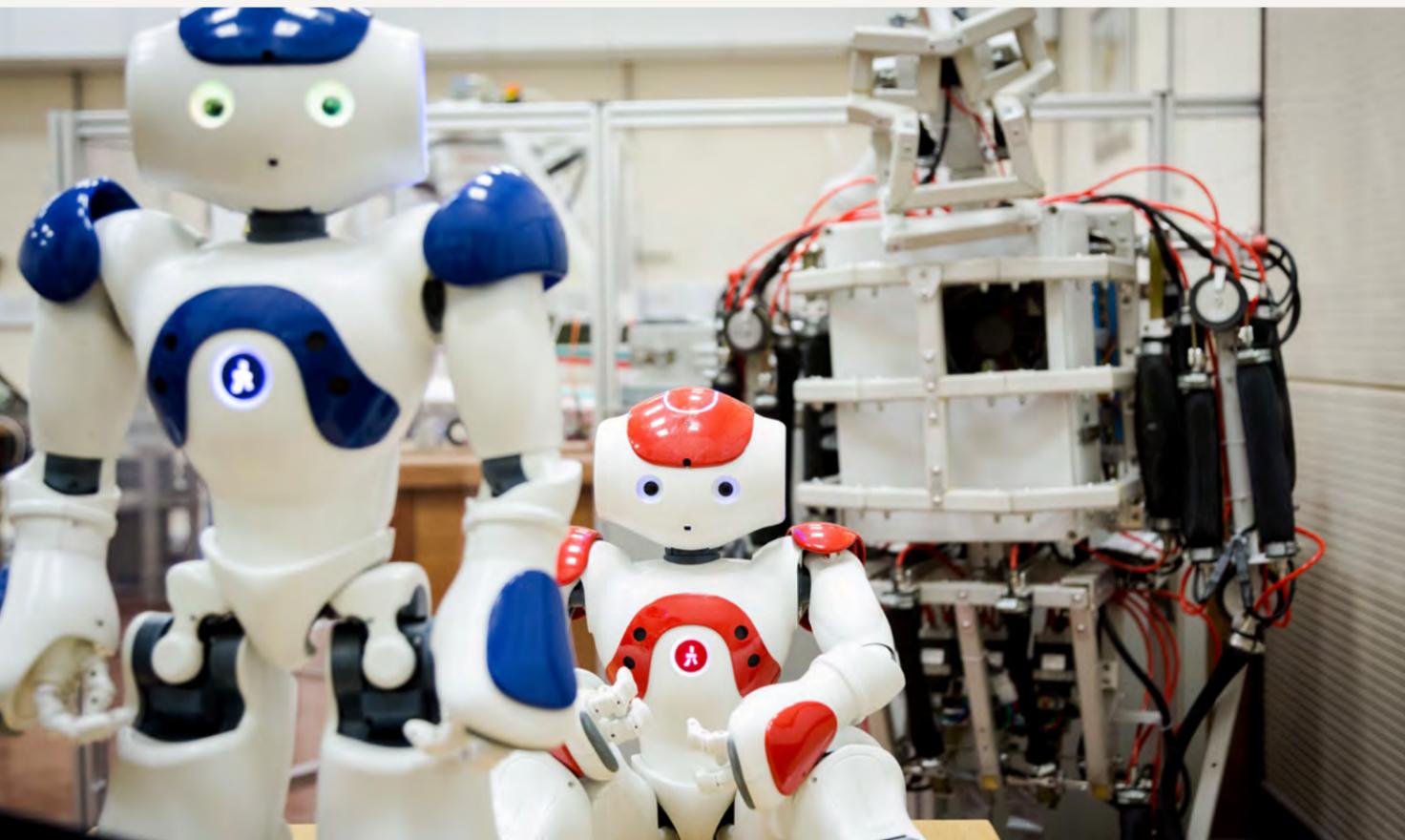
# INNOVATION – INTENSIFYING INDUSTRY COLLABORATION

**STRATEGIC LEAD: PROFESSOR KARL DAYSON,  
PRO VICE-CHANCELLOR RESEARCH AND ENTERPRISE**

Innovation is key to unlocking the productivity puzzle in the UK and improving social mobility through the creation of new, high quality jobs in growth industries. Through our industry-focused research and innovation, we will harness our expertise across our key areas of excellence and work with partners to address real world challenges. Whether this is helping businesses to improve their products and services, supporting policy makers to tackle the major issues facing our society or connecting with our community to share knowledge and expertise.



Strategic Lead,  
Karl Dayson



## OVERALL AIMS

To undertake impactful research which is translated into real-world solutions through working in partnership with industry and other potential end-users, whilst also informing our learning and teaching curriculum.

There are three main goals:

- / Expanding our reputation for excellence and innovation in research and enterprise.
- / Creating added value through strengthening and deepening our partnerships.
- / Generating measurable economic, societal, and environmental impact at a local, national and international level.

## HOW WILL THE AIM BE ACHIEVED?

We will achieve our goals through our five priorities:

### / Accelerating areas of Research and Enterprise Excellence.

Through securing investment in new state-of-the-art facilities for both Acoustics and Human Movement and Rehabilitation we will support our growing position as leaders in these two fields. These will complement our investment in Robotics and Autonomous Systems, while our commitment to net zero and sustainability will be driven by the full operationalisation of Energy House 2.0 and the future of the Energy Labs. In addition, we will nurture our emerging areas of excellence in fields which contribute to major global challenges to ensure we maximise their full potential to contribute solutions.

### / Developing creative research and enterprise leaders.

Through our focus on partnership working, we will support our colleagues and students to develop a greater understanding of the needs within different industry sectors and recognise where their expertise can contribute to addressing challenges. We will provide clear routes to research and enterprise career progression and grow capacity in our areas of excellence. This priority will be realised through a connected system of training, resourcing, reward and recognition.

### / Transforming our culture.

We will facilitate a research and enterprise culture at Salford which will enable our colleagues and students and their research and enterprise endeavours to thrive. We will encourage and reward ambition, inclusivity, leadership, collaboration and openness. We aim to increase diversity within our academic and researcher communities as incorporating multiple perspectives will bring more innovation.

### / Building a stronger economy.

We will develop a framework for business engagement which makes it easier for industry to work with us to help them innovate and grow. We will translate our original research and knowledge into intellectual property; spinouts; collaborative research and development; technology transfer, industrial PhDs and consultancy, to facilitate its adoption by industry partners. We will collaborate across the region to build a vibrant network of innovation support and development to help businesses grow and become more successful. Furthermore, the development of Crescent Innovation, within the Campus Masterplan, will offer a new way to engage with our long-standing partners and to develop and attract new partners.

### / Delivering successful public and civic engagement.

By strengthening our relationships with key public and third sector organisations through multiple activities and networks. This will include building on our long-standing relationship with Salford City Council and working collaboratively with other key Greater Manchester actors.



## MEASURE

Innovation (grade point average in the Research Excellence Framework)



## TARGET

Top 50



## CASE STUDY

### ENERGY HOUSE 2.0

A key element of addressing climate change and achieving net zero is the need to decarbonise our existing housing stock. Energy House 2.0 is a brand new £16m part European Regional Development Fund, part Office for Students funded facility that will enable us, with local SMEs as well as other national and global partners, to test and measure ways in which we can achieve this.

Energy House 2.0 is the world's first multi-building environmental chamber; it is a more flexible facility than Energy House, enabling different types of housing stock and buildings to be tested. The chamber itself allows for controlled temperatures between  $-20$  and  $+40^{\circ}\text{C}$ , as well as simulated wind, rain, snow and solar light. The facility targets a global market, with environmental conditions of 95% of the world's population able to be replicated in the facility.

Energy House 2.0 is located on the new industry innovation park that has been outlined in the ambitious Crescent Masterplan which will see the University's campus and the surrounding area of Salford regenerated into a new city district bringing together industry, innovation, creativity and high-quality residential living.

The first partners for Energy House 2.0 have been announced; each of the partners, alongside colleagues from our School of Science, Engineering and Environment, will build a house in one of the environmental chambers. Over nine months, the partners will innovate, test and validate housing design, home heating and approaches to using a variety of energy technologies. The partners are: Bellway; English Cities Fund; and Saint Gobain.

# ENVIRONMENTAL SUSTAINABILITY

**STRATEGIC LEAD: PROFESSOR KARL DAYSON, PRO VICE-CHANCELLOR RESEARCH AND ENTERPRISE**

The global environmental challenges faced by humanity are significant. Over the next five years through the research we produce, our work with industry, our talented graduates and our green campus we will support industry and Greater Manchester's move towards net zero carbon.



Strategic Lead,  
Karl Dayson

## OVERALL AIM

The world has changed and as a campus university in the heart of a city we have always recognised the environmental benefits of our location, whilst our teaching and research excellence has focused on human interaction with the natural world. The University is committed to becoming net zero carbon by 2038.

## HOW WILL THE AIM BE ACHIEVED?

To be successful by 2038 the work we do in this strategic plan period will be crucial. By embedding sustainability in all aspects of university life, we will enable our University community to make a positive contribution to our students' wellbeing and future lives, whilst also improving the lives of the citizens of Salford and Greater Manchester.

We are part of the Greater Manchester carbon revolution which will transform Greater Manchester into a world-leading greener, cleaner, climate resilient city region.

Our commitment to achieving net zero by 2038 is demonstrated by joining the UN Framework Convention on Climate Change climate campaign Race to Zero. It is also enshrined as one of the priorities in the Greater Manchester Civic Universities Agreement for collective action and we will go a long way to achieving this through our Campus Masterplan.

We are an active member of the Salford Climate Action Board to support projects and programmes associated with the city's net zero carbon target and Greater Manchester's five-year environment plan.

We are committed to eradicating avoidable single-use plastics from catering, laboratories and stationery. The pledge is in support of PlasticFreeGM, the first city-region wide plan to drive down avoidable single-use plastics, established in Greater Manchester.

Our new Environmental Sustainability Plan consolidates our existing action towards environmental sustainability and focuses on our target to become net zero carbon by 2038. The plan includes details on how we will improve our sustainability including:

- ✓ Improving energy efficiency and reducing water consumption through our Energy, Water and Carbon Management Plan.
- ✓ Embedding sustainable construction practices and performance specifications into plans for new buildings (through our Sustainable Construction Policy) and refurbishments (through our Buildings Decarbonisation Plan, which includes proposals to move away from gas for heating and introducing photovoltaics for power generation).
- ✓ Monitoring and reporting on scope 3 (other indirect carbon emissions) and reducing where possible.
- ✓ Embedding a Sustainable Procurement Policy and Plan that will consider the environmental impacts of all purchases.
- ✓ Reduce emissions from student and colleague commuting and business travel, through increases to remote working and supporting increased use of sustainable travel methods (through our Sustainable Travel Plan).
- ✓ Reduction of internal car circulation on campus through enhancement to pedestrian and non-car routes supported by access to and promotion of non-car modes of transport which will improve cross campus and community connectivity.
- ✓ Adoption of electric vehicles for the University fleet.
- ✓ Reducing waste disposal rates and increasing recycling rates through our Waste Management Plan.
- ✓ Raising awareness across the University community through initiatives such as the Green Impact teams that promote activities and initiatives that reduce the day-to-day environmental impact of our work and our annual Go Green campaign.
- ✓ Incorporating sustainability into the curriculum and research activity and processes through guest lectures, live briefs, student projects and sustainability projects such as the implementation of a living laboratory on the campus that showcases sustainability solutions.
- ✓ Meeting all environmental compliance obligations and achieve certifications.



## MEASURE

Absolute Scope 1 and 2 (a carbon emissions measure relating to our heat and power).



## TARGET

81% reduction from 2006 to 2030.



## CASE STUDY

### IGNITION NATURE-BASED SOLUTIONS LIVING LAB

We have an opportunity to demonstrate environmental sustainability through our operations and using our campus not only as a place to maintain valuable green space in the urban environment with its associated health and wellbeing benefits, but also as a living laboratory where we can take sustainability principles into the curriculum.

IGNITION is a €4.6 million EU-funded project promoting wide scale implementation of green infrastructure (GI) that is building with nature to solve climatic and urban challenges in Greater Manchester. The Living Laboratory enables researchers and businesses to analyse the impact of GI in a real-world retrofit urban environment. By providing knowledge that benefits investors and other stakeholders in assessing the value and positive impact of GI, our aim is to enable major investment in large-scale environmental projects which can increase climate resilience across the Greater Manchester region.

In collaboration with 11 other partner organisations working across local government, academia, NGOs (non-governmental organisations) and business, we are developing innovative solutions, using GI technologies, to tackle socio-environmental challenges such as flooding events, air quality, biodiversity and human health and wellbeing.



# PEOPLE, DIGITAL, CAMPUS

**STRATEGIC LEAD: HUW WILLIAMS, CHIEF OPERATING OFFICER**

We are investing in our people and our infrastructure to ensure that we have the means to deliver on our ambitions. We will transform our campus and the surrounding city district through the Crescent Masterplan, creating a new city district that will bring together industry, education and innovation. We are committed to ensuring that we have an inclusive and fully diverse colleague community in which each member of that community can have a voice to affect change. And we are continuing to invest in digital technology to connect colleagues, students and our wider communities in new and innovative ways.



Strategic Lead, Huw Williams

## OVERALL AIMS

- / Provide a vibrant, attractive, sustainable and accessible campus, free from discrimination, supported by an environment in which colleagues, students and partners can interact, and share information and knowledge.
- / Maintain a high-performance culture that is inspirational, inclusive, motivating and which supports engagement.
- / Transform the University through enabling digital technologies.

## HOW WILL THE AIMS BE ACHIEVED?

- / Recognising that our most important assets are our colleagues, we want to be an employer of choice and will continue investing in upgrading our professional academic colleague development programmes and career pathways.
- / Continuing to recruit an international and diverse colleague base, being mindful of the need to better reflect our student community, and provide opportunities to expand the international outlook of our colleagues that will engender a global community identity and increased cultural enrichment on campus.
- / Developing current and future capability that eliminates underrepresentation and empowers and enables all our people to succeed.
- / Together with Salford City Council and The English Cities Fund we have committed to a £2.5bn 20-year Crescent Masterplan regeneration programme which will provide spaces for teaching, innovation, commercial, residential, green space and sustainable travel that will drive economic and social prosperity in the region and reduce carbon emissions. This includes investing in our estate and facilities to create an integrated campus that provides an exceptional, attractive, accessible and engaging on-campus learning environment and which facilitates social interaction.
- / Expanding modes and availability of delivery for teaching and student services, including remote service provision through the utilisation, optimisation, simplification and adoption of our technology platforms and systems, supported by a flexible workforce adopting hybrid working options.
- / Deliver value via innovative technology solutions, responsive to stakeholder requirements that are deployed faster and more efficiently via a perpetual and agile delivery model, supported by strategic vendor partnerships.
- / Tackle the increasing threats in information and cyber security through deploying robust detection, response and preventative measures.



### MEASURE

Building quality A & B ratings - the highest quality ratings in building classification types



### TARGET

90%



# FINANCIAL RESILIENCE

STRATEGIC LEAD: JULIE CHARGE,  
EXECUTIVE DIRECTOR OF FINANCE

Covid has been an undeniable challenge for our University and the wider sector. However, as we come out of the other side of the pandemic, our story is one of sustainability. From continuity of essential academic activities during lockdowns, to ongoing development of our academic portfolio and campus, our financial report shows how we have maintained operations and are preparing for the future – with financial resilience a critical enabler of our ambitions.



Strategic Lead,  
Julie Charge

## OVERALL AIMS

To provide long-term financial sustainability and allow sufficient investment to support the University's ambitions



### MEASURE

Surplus as a percentage of income



### TARGET

5%+

## HOW WILL THE AIMS BE ACHIEVED?

- ✓ Strong Statement of Financial Position (balance sheet) by increasing our net asset position to ensure that we are compliant with our banking covenants.
- ✓ Generate higher surpluses capable of weathering short term effects as well as providing for long term investments.
- ✓ Ensure that there are sufficient cash reserves to meet long-term investment and annual working capital needs.
- ✓ Withstanding significant actuarial movements for the pension funds USS and LGPS.
- ✓ Invest surplus cash to achieve optimum returns.
- ✓ Ensure our Investment Policy is appropriate for the level of reserves held.
- ✓ Increased level of cash generated from our operating activities, including non-teaching revenue.
- ✓ Increasing the diversity of our teaching (fee) income through our Growth and Diversification strategy will lead to additional teaching income streams and protect against reliance on a small number of markets.
- ✓ Improving efficiency through capitalising on operating cost savings seen during the pandemic, investing in systems and continuous process improvement/automation of processes.



# KPIs

## MEASURES AND TARGETS THAT WILL ALLOW US TO EVIDENCE ACHIEVEMENT.

### PREPARING OUR STUDENTS FOR THE FUTURE

MEASURE	TARGET 2026/27
Education (cohort completion, National Student Survey (NSS), Qualification Achievement Rate (GAR), graduate employability)	Top 50

### LOCAL ROOTS, GLOBAL AMBITION

MEASURE	TARGET 2026/27
Total number of full time equivalent students (including international)	30,000
Total number of international students (FTE)	7,500
Apprenticeships new starts	>850 a year by 2026/27

### EQUITY, DIVERSITY AND INCLUSION

MEASURE	TARGET
Colleague body that better represents our community	

### INNOVATION – INTENSIFYING INDUSTRY COLLABORATION

MEASURE	TARGET
Innovation (grade point average in the Research Excellence Framework)	Top 50

### ENVIRONMENTAL SUSTAINABILITY

MEASURE	TARGET
Absolute Scope 1 and 2 (a carbon emissions measure relating to our heat and power)	81% reduction from 2006 to 2030

### PEOPLE, DIGITAL, CAMPUS

MEASURE	TARGET
Building quality A & B ratings - the highest quality ratings in building classification types	90%

### FINANCIAL RESILIENCE

MEASURE	TARGET
Surplus as a percentage of income	5%+





University of  
**Salford**  
MANCHESTER