

REVIEW OF THE YEAR

Financial year ended 31 July 2024



**BECOME
UNSTOPPABLE**



University of
Salford
MANCHESTER

WHAT WE DO

Welcome to our review of the year 2023-24. We were delighted to welcome Professor Nic Beech as Vice-Chancellor at the beginning of the academic year. This year has also been an opportunity for us to be clear about our current strengths and reflect on how we can realise the potential of the University of Salford in a newly challenging operating environment.

During the current year we have begun to refine our purpose – to enrich lives – and are generating new ideas and knowledge that contribute towards a more sustainable, equitable, healthy, creative and prosperous society. Competition has become a defining feature of higher education in recent years, especially in student recruitment, in research funding and in university rankings.

Unsurprisingly, elements of competition filter through to internal structures, creating silos and lost opportunities to add greater value for stakeholders. Truly working to enrich lives challenges us to look at ourselves and how we work with each other, both across University activities and with our broad range of partners. Collaborative advantage – achieving things together that we could not achieve alone – is redefining how we do things at Salford.

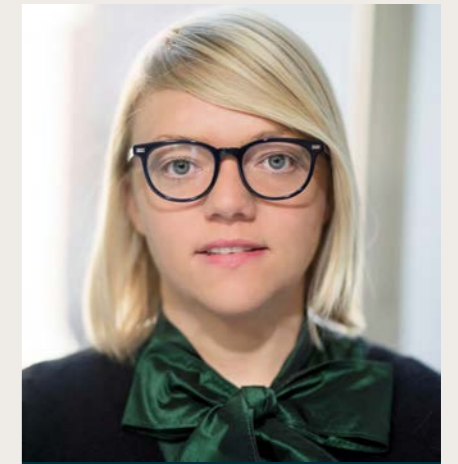
We believe we can only realise the potential collaborative advantage

offers if we develop as a connected community. To us, this means building a culture where every student and colleague knows they matter by championing opportunity and inclusion for all. In this year's review we are proud to showcase how collaborative advantage is already becoming our default way of working and is enriching lives.

We are nationally recognised for our inclusive approach to working with industry and there are great opportunities to show what happens when this approach is brought to bear on the big issues that face society: issues such as health inequalities, socio-economic inclusion and productivity, sustainable development, and advancing digital and technical progress. Our new corporate strategy, focusing on innovation and how collaborative advantage supports our longer-term goals, will be finalised early in the 2024-25 academic year. We look forward to sharing further details next year.



Award winning singer and musician Caroline Redman Lusher's Rock Choir perform at the awarding of her Honorary Doctorate at summer graduation.



The 2023 Alumni Lifetime Achievement Award went to Jeanette Gamble, who graduated in 2000 with a BSc in Business Information Systems. Jeanette went on to become one of global investment bank Morgan Stanley's youngest female Managing Directors, and has since used her expertise and influence to break down gender barriers within the world of tech.

In collaboration with Goldsmiths University of London, we were awarded up to £2.2 million in funding for a groundbreaking initiative aimed at advancing research in hearing.



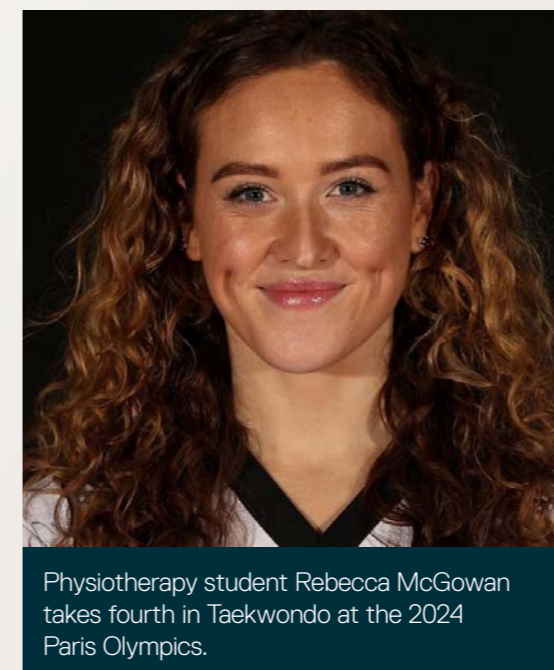
'Embrace' by artist Kelly Ma arrives on campus as part of the Six Places in a Different Light sculpture trail to spread the message of mental health support in Greater Manchester.

Our Centre for Sustainable Innovation launched Know Digital, a platform aimed at business leaders and those new to digital to help both audiences better understand how to work with new technology like artificial intelligence, cyber security, immersive technology and industrial digitalisation and will be available online 24/7.

HIGHLIGHTS FROM OUR COMMUNITY

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Physiotherapy student Rebecca McGowan takes fourth in Taekwondo at the 2024 Paris Olympics.

Taylor Cross, an enthusiastic student of the University of Salford Business School, was awarded the prestigious Ethel Harwood Memorial Prize for her exceptional performance during her placement year at GPT Waste Management Limited.



Professor Andy Miah, Chair in Science Communication and Future Media, delivered a prestigious Royal Institution Christmas Lecture at the York National STEM Learning Centre.

The pace of change, development and improvement will increase, and I know that our University of Salford community is more than up to this challenge.



A MESSAGE FROM OUR VICE- CHANCELLOR

This year has been a time of change, both within the University and across the external environment, a new Government brings new opportunities, new challenges and new focus on our purpose and our work. Whilst the new Government is now in place, the sector's key issues around long term funding, inflationary pressures, and student and staff wellbeing remain. We aim to bring the same innovative and collaborative mindset that we have in research and teaching to being business-like and values-led in how we operate and navigate the external environment.

It has been a privilege for me in my first year at Salford to meet with over 2,000 members of staff, many students, trades unions, businesses and key partners such as Salford City Council. It has been a delight to join such a diverse, inclusive and purposeful community, and we aspire to being evermore inclusive. We are in the process of refreshing our strategy and all our partners, students and staff are playing key roles in developing the vision of how we want to shape our future.

It has been a year of excitement with the launch of our Centre for Sustainable Innovation, the Craig Easton project and the achievement of an Ofsted Good rating to name but a few moments that you can read more about in this report. We have also been developing our physical and digital environment and we are now embarking on the next wave of our campus connectivity plan - our new health clinic and Greater Manchester Institute of Technology buildings are moving from the drawing board to the construction phase - and changing our systems to meet the needs of our students and staff, both now and in the future.

This summer we took the opportunity to include speeches from our recent graduates within our graduation ceremonies. It was inspiring to hear about their experiences during their time with us, and the ongoing impact that studying at Salford is having on their lives.

Our new academic year starts with a renewed focus on our overarching aim, innovating to enrich lives. For some time our core focus has been on industry and now is the time to broaden this to place more emphasis on inclusivity and social purpose. This will be done through the lens of four key themes: building prosperity and equity, enabling healthier living, improving the environment and sustainability, and developing cutting edge creative and innovative practice.

I am looking forward to seeing our students, colleagues and partners bring all of this to life. The pace of change, development and improvement will increase, and I know that our University of Salford community is more than up to this challenge.

University of Salford SU President, Alvina Imran (centre), alongside Student Officers (from left) Sara Sara, Adnan Sabir, Ahmad Ali and Alishba Malik.

As Student Union President, I'm proud to be part of the vibrant community we've built at the University of Salford. It's the spirit of unity, ambition, and creativity that makes Salford such a special place to learn and grow.

Salford isn't just a university; it's a diverse and supportive community where every voice is heard. We push boundaries, embrace innovation, and are committed to making a positive impact. Our dedication to diversity, inclusivity, and respect is at the heart of everything we do, creating a campus where everyone feels welcome and empowered.

Living and studying in a city full of culture and opportunities, we are proud to call ourselves Salford students. Let's keep celebrating the values that bring us together and make our time here truly unforgettable.





OUR UNIVERSITY

Our comprehensive portfolio covers areas of the arts, media, creative technologies, business, health, society, science, engineering and the environment. Through expert and industry-informed insight we provide our students and graduates with the necessary skills, experience, social capital, civic engagement, confidence and resilience to improve the lives of local and global communities. Our 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 professional services teams enhance student learning, from academic and study support to hands-on technical instruction and specialist services. They also facilitate high impact research, manage relationships with partners and customers, and provide the expertise that keep our activities running. We work in partnership with the University of Salford Students' Union (SU) who represent nearly 27,000 students studying at our Salford campus, advocate in their interests and work with us to remove barriers to learning and success. Collaboration with the SU is instrumental to the achievement of our strategic ambitions and we value their expertise in informing, shaping and leading on activities that improve the Salford student experience. Read about our major new joint initiative to combat student loneliness on [page 19](#).



OUR IMPACT

Great things happen when we work together. In this report we are proud to share some of the many ways in which we are achieving more for our students, colleagues, partners and community through collective efforts to create positive change.

Every member of our University community matters and we know our colleagues can be at their best when they are supported to be themselves at work. We are incredibly proud to be recognised as a leading national champion for lesbian, gay, bi, trans and queer (LGBTQ+) rights in the workplace in [Stonewall's Top 100 Employers](#)

[List for 2024](#) and to have maintained our Stonewall Workplace Equality Index Gold Award.

In line with our way of working through collaborative advantage, we have partnered with the Royal College of Nursing Foundation to create the UK's first chair in Adult Social Care Nursing. The groundbreaking role will help to shape the future of research and education in adult social care nursing across the UK and aligns with our focus on healthy living.

We are thrilled to have been shortlisted for five Green Gown Awards this year in recognition of some of the diverse ways we are engaging with the issues and challenges arising from climate change. The nominations

span innovative educational experiences, individual student excellence, our world leading Energy House 2.0 research facility and philanthropic activity. Read more about one of the shortlisted initiatives, Production Managing the Planet, on [page 17](#).

Great things happen in many ways beyond national accolades. Often, a simple expression of thanks is a powerful recognition that our actions, whether individually or as a team, make a positive difference. This year more than 1,000 colleagues have sent thank you cards to the people they work with.

The impacts our actions have on the City of Salford and the Greater Manchester region are many and varied. We are pleased to be able to share some of the findings of our latest Social and Economic Impact Report in [Public Benefit](#).



26,900
students

2,750
full-time equivalent
colleagues



218,000+
alumni across the world

4,500
international students



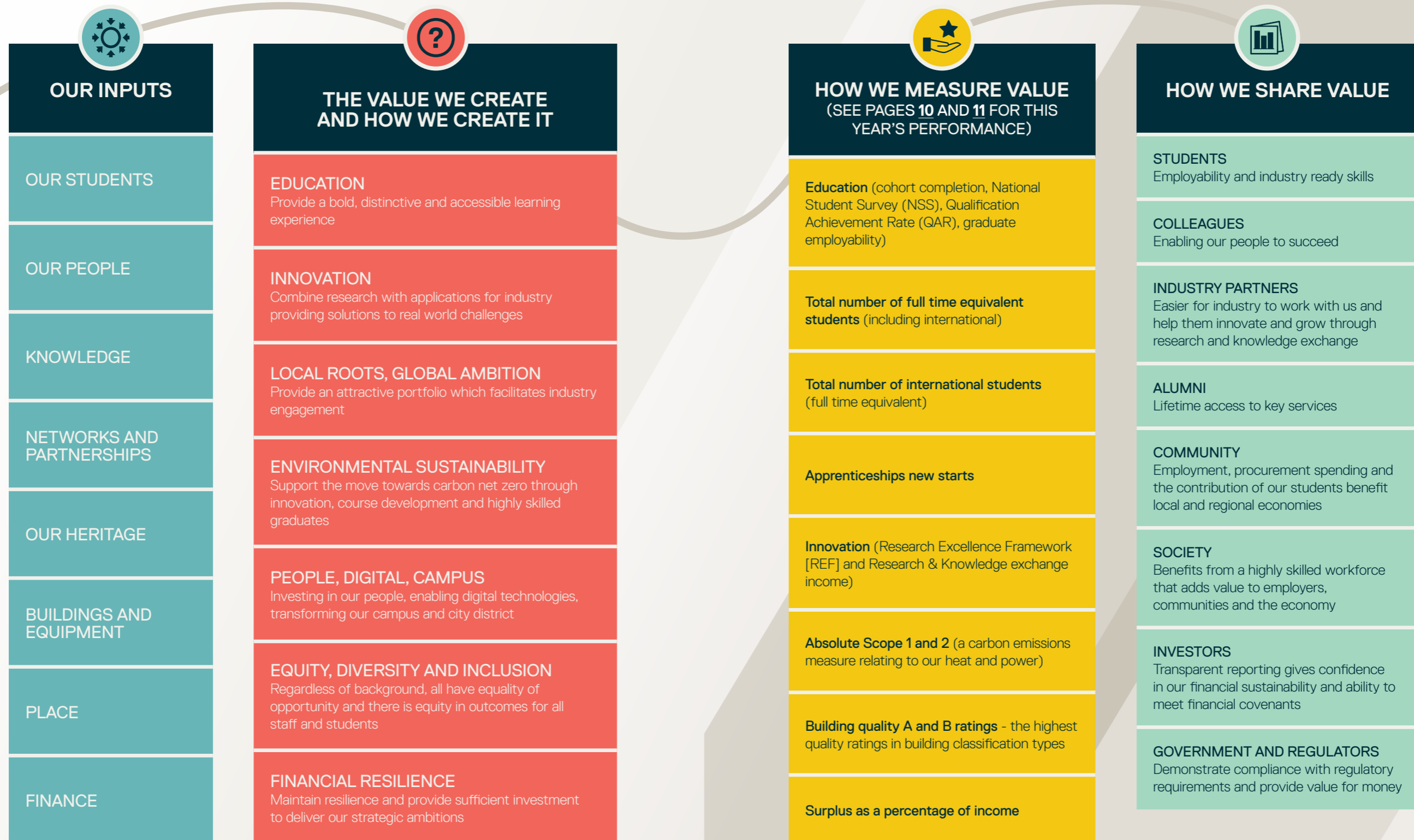
80%
of students are from groups
otherwise under-represented in HE



OUR STRATEGY

Our [2022-27 Corporate Strategy](#) sets out how we intend to build on successes to date and aligns our business model around our core activities of education, innovation and knowledge exchange, enabled by our people, values and campus. The model below shows how our activities create value by delivering outputs and outcomes that benefit our

students, colleagues, the local community, employers and partner organisations. Our business activities are safeguarded by governance procedures and directed by our strategic objectives, resource allocation and risk management. We measure success through performance against key indicators.



PERFORMANCE

We are developing a new five-year corporate strategy with revised performance indicators. For this year, assessment of our performance reflects progress towards the annual targets of the current 2022-23 to 2026-27 corporate strategy.

OUR ACADEMIC PRIORITIES

EDUCATION

National Student Survey
Teaching on my course

2023	83%
2024	83%
Target	86%
Progress	—

EDUCATION

National Student Survey
Assessment and Feedback

2023	80%
2024	81%
Target	83%
Progress	—

EDUCATION

National Student Survey
Organisation & Management

2023	70%
2024	71%
Target	75%
Progress	—

EDUCATION

Graduate employability
UK full time 1st degree graduates in
professional employment or further
study (%)

2023	74%*
2024	77%**
Target	77%
Progress	✓

*2020-21 graduates **2021-22 graduates

INNOVATION

Research & knowledge exchange
income (£'000s)*

2023	£16,244
2024	£15,500
Target	£16,100
Progress	—

OUR COMMUNITY

STUDENT POPULATION

Total number of full-time equivalent
students (including international)

2023	26,221
2024	24,189
Target	24,700
Progress	—

STUDENT POPULATION

Total number of international students
(full-time equivalent)

2023	4,243
2024	4,553
Target	4,694
Progress	—

STUDENT POPULATION

Apprenticeships new starts

2023	615
2024	570
Target	561
Progress	✓

OUR CAMPUS

ENVIRONMENTAL SUSTAINABILITY

Scope 1 & 2 carbon emissions
Reduction in absolute emissions

2023	69%
2024	71%
Target	71%
Progress	✓

ESTATE QUALITY

Proportion of A and B rated buildings,
the highest building classification types

2023	92%
2024	92%
Target	90%
Progress	✓

FINANCIAL RESILIENCE

Underlying Operating Surplus as a
percentage of income

2023	7.1%
2024	7.1%
Target	5%+
Progress	✓

KEY

- ✓ Target met or exceeded
- Performance is within 5% of target
- ✗ Performance is >5% below target



MANAGING RISK

OUR APPROACH TO RISK

We closely monitor the external environment and internal performance to identify risks that could affect our achievement of corporate objectives and the value created for our stakeholders. Key risks and their mitigating actions are recorded in a corporate risk register which is reviewed and reported on in accordance with the Risk Management Policy.

We remain financially secure and able to make investments to deliver our strategic ambitions.

SECTOR OPERATING ENVIRONMENT

This was a particularly challenging year for the English higher education sector. Concerns about the financial stability of universities, while voiced by those inside and closely associated with the sector for some time, became widely covered in mainstream media. Analysis of registered providers' financial returns by the regulator, the Office for Students (OfS), showed a deterioration in the short to medium-term financial outlook, with 40 per cent of providers expecting to be in deficit in 2023-24. The improving picture in respect of pensions liabilities over the last twelve months was not enough to offset the financial risks exacerbated by the economic environment, frozen fees for domestic undergraduates and the UK becoming a less attractive study destination in key international markets. While the sector overall is in a weakening financial position, we remain financially secure and able to make investments to

deliver our strategic ambitions. See [Financial Performance](#).

Inflation continued to erode what remains of the government teaching grant and the real terms value of student loans. Student maintenance loans will rise by just 2.5 per cent in the 2024-25 academic year; modelling suggested students in England will be nearly £2,000 worse off than if loans had

kept pace with inflation for the last three years. More students were undertaking paid employment amid growing indications that financial worries were an increasingly significant factor in students withdrawing, or considering withdrawing, from their course. We introduced new bursaries and changes to existing financial support schemes and provided campus discounts and financial wellbeing to help our student community. Cost of living payments totalling £1.9 million were made to our student community this year.

Changes in government policy presented new risks. New visa rules prohibited dependants from accompanying international postgraduate taught students to the UK from 1 January 2024. The impact of the changes started to become evident in a significant reduction in international student arrivals reported across the sector: a survey by Universities UK indicated a 44 per cent year-on-year decrease in international enrolments for courses starting in January 2024.

Retention of the Graduate Visa Route, following a review by the Migration Advisory Committee, together with confirmation from the Labour Education Secretary that the UK welcomes international students, partially mitigate risks to the UK's competitiveness as a study destination. However, economic volatility in large recruitment markets such as Nigeria is contributing to a downturn in demand for UK higher education and increasing financial pressures on parts of the sector. We have outperformed the sector in international recruitment. Learn more in [Local Roots, Global Ambition](#).

Regulatory developments this year centred on free speech and the new responsibilities awarded to the OfS under the Higher Education (Freedom of Speech) Act 2023.



Ninety-seven per cent of higher education providers participating in the Government's Cyber Security Breaches Survey 2024 had identified breaches or attacks in the preceding 12 months

Extensive preparations were made across the sector to meet new regulatory requirements while also complying with legal responsibilities across other activities. The Labour Government stopped the implementation of the Act before the regulatory measures took effect due to concerns the legislation was potentially damaging to student welfare. How we secure freedom of speech is set out in [Governance](#). In the coming year we expect greater regulatory focus on financial sustainability in the sector in accordance with government guidance.

According to the UK National Cyber Security Centre, between 40 and 50 per cent of UK universities can expect to experience data loss or service disruption through cyberattack each year. Ninety-seven per cent of higher education providers participating in the Government's Cyber Security Breaches Survey 2024 had identified breaches or

attacks in the preceding 12 months. Forty-three per cent of higher education institutions reported experiencing a breach or attack at least weekly. There is a particular focus by nation state actors on academic research that has a potential dual use for civilian and military purposes.

RISK APPETITE

We have a clear risk appetite framework that guides our decisions and helps us create educational, social and financial value in line with our [Value Creation Model](#). It also protects us from potential risks. Our risk appetite framework is supported by ongoing improvements in control assurance, review and reporting processes.

Our approach to corporate and operational risk prioritises the protection of our core business and values, reflecting a 'minimalist' risk appetite. We adopt an 'open' approach to projects that are consistent with our mission and vision, and where the potential benefits and risks are fully understood. We balance the pursuit of new opportunities to achieve our strategic goals with the need to protect our core activities; our strategic risk appetite is 'cautious'.

PRINCIPAL RISKS AND UNCERTAINTIES

Pages 14 to 15 set out what we believe are our most significant risks and uncertainties. We provide relevant context and explain the main actions we are taking to mitigate potential adverse impact and take advantage of opportunities. Each risk is assigned a status based on our assessment of probability and impact. We also indicate whether the risk's movement over the last year has increased, decreased or remained static.



PRINCIPAL RISKS AND UNCERTAINTIES



RISK	WHY IT MATTERS	HOW WE MANAGE THE RISK	RISK STATUS
<p>CYBER AND INFORMATION SECURITY</p> <p>Our operating model relies on our digital capacity and capability. A significant impact or loss due to an external attack, an internal party's action or data leakage would have major business continuity implications for one or more parts of the organisation.</p>	<p>Universities continue to be attractive targets for cyber security attacks due to their extensive and varied digital infrastructures, data processing capacities and substantial digital storage requirements. Academic research that has a potential dual use for civilian and military purposes is a particular focus for nation state actors.</p> <p>Operational disruption could adversely affect the student experience, damage our reputation and partnerships, cause a breach of GDPR compliance and result in financial penalty.</p>	<p>We continue to implement controls to further reduce the number of vulnerabilities across our estate. Work completed or begun in this reporting period includes:</p> <ul style="list-style-type: none"> Changing how software is delivered to our end user computer devices, significantly reducing exposure across the estate and lowering the opportunity of a successful attack Security review of existing technology suppliers Data centre migration to the cloud to allow additional security control and segregation of systems Testing and continual improvement of the cyber incident management process 	<p>HIGH (unchanged from last year)</p>
<p>RESEARCH STANDING</p> <p>A significant proportion of our research income is derived from the periodic Research Excellence Framework (REF) exercise. If we are unable to maintain the intended trajectory for our REF plan, our quality related income stream and ability to attract and retain research talent may be adversely affected.</p>	<p>Our research power is a measure of the quality of research we produce and the volume of staff undertaking that research during the REF period. To achieve our ambitions we need to further improve in both areas.</p> <p>Our research standing is directly linked to income, our attractiveness to high quality researchers and our reputation in both league tables and among our peers.</p>	<p>We have a clear plan of development towards REF 2029. This is informing our actions around investment, support for existing staff and infrastructure, and recruitment of staff. Development and support of our academic community and expanding our talent pool will grow the proportion of colleagues returned to the REF. This includes new schemes to create opportunities for groups currently underrepresented in academia (see page 20).</p>	<p>HIGH (new risk)</p>
<p>STUDENT RECRUITMENT</p> <p>A material decrease in the number of new students studying with us would result in significant financial challenges.</p>	<p>Like most UK universities, our most significant income stream is the fees paid by students, whether directly or via student finance. We operate in an increasingly destabilised sector, leading to aggressive competition. Failure to meet planned recruitment targets and associated income impacts our long-term financial sustainability and in turn limits opportunities for investment in strategic priorities.</p>	<p>We tailor mitigations to protect and grow our existing core markets for both home and international students at undergraduate and postgraduate level. These include outreach work with schools and colleges, and maintaining an attractive portfolio of courses and study options. We continue to work closely with external partners to attract students into shortage occupations and explore the development of alternative routes into these professions.</p>	<p>MEDIUM (new risk)</p>
<p>CHANGES IN GOVERNMENT POLICY (including Education policy)</p> <p>Government policy shapes the purpose of universities, the main activities they undertake and how those activities are funded. Sudden or major policy shifts can therefore impact how well our corporate strategy aligns with governmental aims. Significant misalignment could lead to redundant activities, reduced income and financial instability</p>	<p>UK universities have become increasingly reliant on income from international students to compensate for the continued decline in the unit of resource for domestic undergraduate students. Removal of the dependant visa for international postgraduate students from 1 January 2024 has contributed to a major decline in demand from key countries. Such sudden effects present risks to universities' financial stability and ability to adapt their business model.</p> <p>In a more positive policy environment under Labour, universities are seen as central to driving national economic growth and productivity.</p>	<p>Our planned student growth is not based solely on overseas recruitment. Expansion of our apprenticeships and higher technical qualifications, particularly through the Greater Manchester Institute of Technology, are strategic strands of our mitigation and align with Labour's ambitions for a skilled workforce.</p> <p>We have identified areas of strength to exploit research and innovation opportunities arising from the Industrial Strategy.</p> <p>A refreshed corporate strategy, to be launched in 2024-25, will accelerate our ability to contribute to economic and societal priorities.</p>	<p>MEDIUM (decrease from last year)</p>
<p>STUDENT EXPERIENCE, ATTAINMENT & OUTCOMES</p> <p>We set stretching targets in pursuit of giving students an excellent experience. These targets are described in the Performance section.</p> <p>Failure to meet or make appropriate progress towards these targets can affect our reputation (e.g. in national league tables), student recruitment and compliance with regulatory requirements for student outcomes.</p>	<p>Poor student outcomes result in lost opportunities for students and lost income for the University. The consequent adverse impact on our reputation and league table position could affect our ability to recruit in a challenging environment, our long-term financial sustainability, and opportunities for investment in strategic priorities.</p> <p>There are also risks to our financial position and reputation if our pace and scale of improvement fall behind those of the sector or our competitor universities.</p>	<p>Our achievement of an overall Silver award in the 2023 Teaching Excellence Framework demonstrated a consistent level of achievement above nationally calculated benchmarks in key student outcomes metrics. We have continued to build on this success with consistent or improved performance across all categories of the National Student Survey in 2024 and a further increase in the proportion of graduates entering highly skilled employment or further study.</p> <p>Ofsted inspection of our apprenticeship offer in early 2024 graded our provision 'Good' overall and in each of the assessed elements.</p> <p>Our work with the Students' Union is intended to mitigate the range of risks to students' experience presented by loneliness (see page 19).</p>	<p>MEDIUM (decrease from last year)</p>

OPERATIONAL REVIEW

EDUCATION

Our focus on preparing our students for the future through applied, real-world learning has delivered increasing success in recent years. This year has seen a further increase in the number of Salford graduates gaining professional level employment within fifteen months of completing their studies. With 77 per cent of our 2021-22 graduates going on to highly skilled work or further study, we have outperformed the sector median by 3 percentage points, based on OfS outcomes metrics and continue to look at how we can improve student outcomes. We have risen by 20 places compared to other UK higher education providers, now ranking 52nd out of 122 for this metric.

Our 2023 report recognised that while we have seen sustained progress in our performance, the time was right to start developing a new approach to higher education at the University of Salford. We signalled a desire to build on our educational heritage, traditions and strengths in a way that clearly speaks to our purpose as a force for social good, and which ensures each student feels valued as an individual with their own needs and aspirations.

Conversations with our students, colleagues, students' union and key external stakeholders over the course of this year have been instrumental to us refining our thinking. Our ambitious aim is to position the University of Salford as globally renowned for excellence in life enriching education that delivers social mobility for students and civic prosperity for society. Following further cross-institutional discussions during the summer, a multi-year business case and implementation plan will be finalised in the first half of the 2024-25 academic year.

Delivering the individual and social impact of our emerging vision for education demands that we prioritise *how* we do things just as much as *what* we do. We have already made significant progress towards making internal collaboration our default way of giving students an excellent educational experience.

NEW WAYS OF COLLABORATING WITH STUDENTS ARE SHAPING THE EDUCATIONAL EXPERIENCE

In March 2024 we significantly boosted our student voice capacity when we welcomed four new Student Voice and Engagement Officers. The business-partner model sees the officers spend much of their time on campus speaking with students to better understand nuanced student needs across the University and enhance our qualitative research capability. We want all students to know they are stakeholders in their university's present and future; by increasing on-campus visibility of how we place students at the

I became attracted to the role of Equity Ambassador as I wanted to be a part of improving the student experience for current and future students and ensuring all students feel heard, supported and treated fairly. I'm from a mixed ethnic background, and as an Equity Ambassador, I hear and work with students' feedback. I enjoy going out on campus approaching students and asking them questions about university life. The role has helped me feel more confident in myself and I have learnt a lot about student life and facilities on campus.

Hannah

heart of decision making, we hope to create an exciting new dynamic that exemplifies collaborative advantage.

Co-creating with students to ensure that all our learners have a similarly positive experience and similar levels of success regardless of their backgrounds is a core principle of our [Equity, Diversity and Inclusion Statement of Ambition](#).

A new Equity Ambassadors programme is supporting the Statement of Ambition from a student perspective to actively address the systematic barriers and the inequities faced by learners from marginalised groups. All our Ambassadors are current students who have relatable, lived experiences which aids them in understanding the needs of our student community as well as being able to help shape policies and initiatives that resonate with their peers.

The decision to prioritise strategic investments in student voice initiatives has shown early positive results. In the 2024 National Student Survey (NSS) our positivity score for student voice has increased by four percentage points to 74 per cent and we have closed the gap to the sector average.



A CIVIC LEARNING EXPERIENCE

The benefits of a higher education accrue to both the individual and society. As a proud signatory to the [Greater Manchester Civic University Agreement](#) we are determined that our new vision for education at Salford will see students choosing to study with us actively engage with issues affecting our city and graduate equipped to create positive societal change.

Our recently established Sustainability Office is already making impressive progress to embed interaction with environmental, social and economic challenges in the curriculum. In developing a strategic approach to Education for Sustainable Development we are participating in the SOS-UK Responsible Futures programme, a framework and accreditation mark which facilitates partnership working between universities and student unions and provides a toolkit of actions and ongoing support. Early actions include a student-led curriculum mapping in Salford Business School to establish a baseline of sustainability content. The

hugely positive results showed that over 90 per cent of modules incorporate at least one UN Sustainable Development Goal and cover wider aspects of sustainability learning.

Production Managing the Planet is an innovative approach to incorporating vlogging, practical production planning, technology, and critical thinking to embed sustainable practices into creative higher education. Delivered as part of several undergraduate and postgraduate film and television production courses, the initiative encourages media professionals of the future to take action on sustainability. Students engage in personal reflection, learn about working sustainably from industry professionals, and complete a qualification in sustainable practice accredited by Bafta Albert, the leading sustainability organisation for the screen industries. The initiative has been shortlisted in the 2024 Green Gown Awards Next Generation Learning and Skills category.

I'm attracted to being an Equity Ambassador because I get to champion fairness and inclusion. I organize events, facilitate discussions, and collaborate with others to promote equality. I also learn communication, leadership, and social justice in this role.

Mohammed



LIZZIE KING, STUDENT RESEARCHER

Lizzie King completed an undergraduate degree in Visual Arts in 2014. She returned to Salford in 2022 to study an MA in Contemporary Fine Art on a part-time basis due to poor health and continuing disability. As the recipient of the first graduate scholarship from the University's Art Collection, Lizzie received a year of mentoring, coaching and professional development. Reflecting on her experiences at Salford, Lizzie notes the importance of the support that she received from colleagues across the School of Arts, Media and Creative Technology.

"I was fortunate during my undergraduate degree to meet so many staff members who supported me and kept up a good relationship with me. I became unwell during my undergraduate degree and a few years after graduating became seriously ill. During this time, I had the support from these people which kept my artistic career afloat and kept my spirit up. I am also the first in my family to attend university so having this advice has been especially helpful to me.

Eight years after I completed my undergraduate degree my health had improved, and I returned to the University to complete a postgraduate degree due to the strong relationships I have at Salford. The staff in the School of Arts, Media and Creative Technology have become an extended family for me, they are my community. I received the Create award for my research into sustainable photographic methods in 2023 and the Green Impact award for Student Leadership for

running a Sustaining Photography project which shared sustainable practice with students and staff."

More recently Lizzie has been a student researcher on a multi-institution Quality Assurance Agency (QAA) project looking at [staff-student partnership working](#) which has given her new skills and showcased her creative talent.

"I have always enjoyed research and thought it was something that I could be good at. When I saw an advert in my emails for a student researcher, I felt that someone from an arts course would not be the chosen candidate but decided to go for the post anyway. Much to my delight, I was chosen for the job.

I was fortunate to hear numerous staff talk about their experiences of working in partnership with students. They spoke honestly and from the heart, which was truly insightful and at some points emotional. Together with another student I analysed this data and identified key themes and quotes which were compiled into the final QAA report. The importance of building trust came through strongly in the research and I used my photographic skills to capture some of the spaces on our campus where staff and students could spend time together to develop that trust. These photographs alongside key quotes were published in the [QAA report](#) to illustrate the research findings and to help others in how they think about partnership.

This role has given me other amazing opportunities including helping to write two academic papers about this research, speaking at an academic conference and being invited to be involved in further academic research writing. I have really valued the opportunity to gain insight on how to write at this level, and it is something that will no doubt benefit my career in the future."

STUDENT LONELINESS

During 2023-24 the University and Salford Students' Union (SU) have committed to jointly addressing the issue of student loneliness on campus. Here, the SU talks about why openness on the impact of loneliness is so important and how collaboration across the University will help to achieve the vision of a ground-breaking loneliness strategy.

We have all felt the impacts of being isolated from others, particularly through the Covid 19 pandemic, and unfortunately it is still an issue that many students and young people face. Loneliness is not the fault of any student, the University or the students' union, but rather a larger social issue that requires addressing across government, civil society and educational institutions such as Salford.

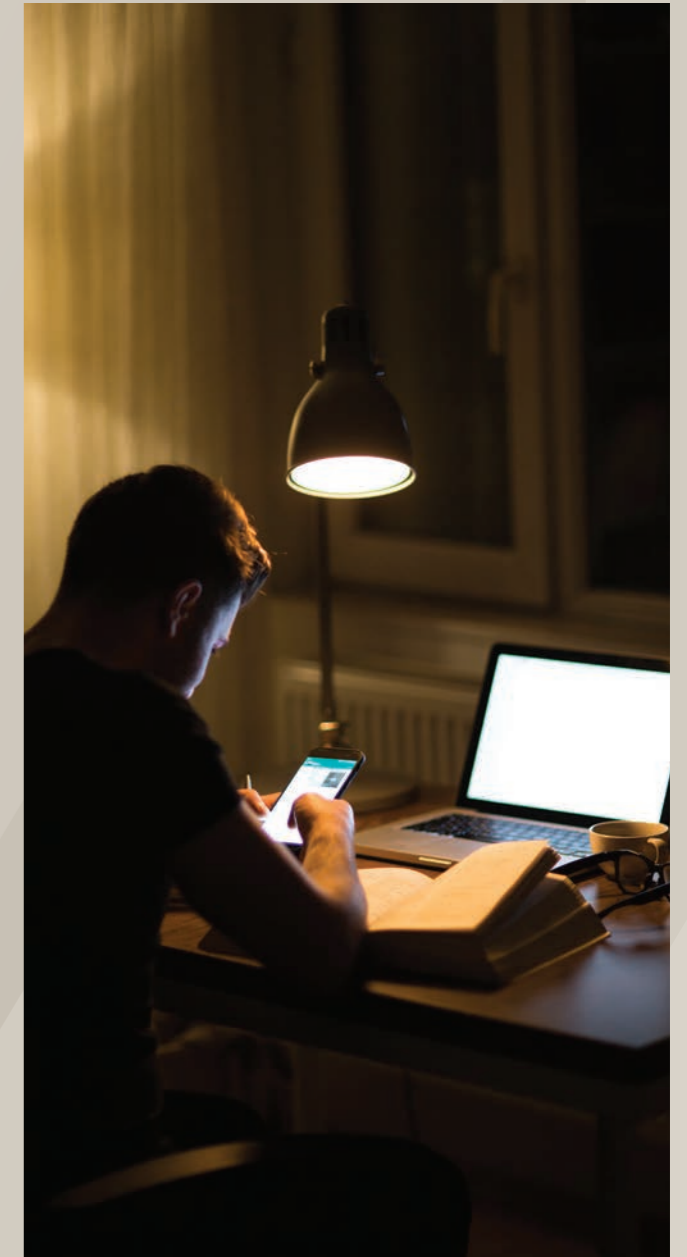
Research by the SU identified loneliness as a key barrier to students' learning and we've now begun to realise the impacts of loneliness on our student population, including on mental and physical health, as well as on their academic potential.

Research by the SU identified loneliness as a key barrier to students' learning and we've now begun to realise the impacts of loneliness

In the past year colleagues in the SU have led on the co-creation of a Tackling Loneliness Strategy, designed to create a coherent network of activity working in partnership across all University teams to address this issue. We believe this is the first strategy of its type in the country, if not the world. Salford SU colleagues have also spoken at national and international conferences raising awareness of loneliness as well as our efforts to reduce or even eradicate it.

On the back of this work, we have commenced a Peer Assisted Learning pilot programme within our Business School. This aims to create connection and learning support across each academic year. Our Digital IT team are developing a new student app that will be brought online within the next year, which will have functionality to connect students to extracurricular events and activities. The SU has also developed a sector-leading online training module, enabling students to explore loneliness and be signposted to sources of support.

Over the coming year the University and the SU will continue to develop the strategy and monitor the performance of our interventions. Our core aims are to support a sense of student connection and create systems for addressing loneliness whilst educating students on loneliness and its impacts. There will be



a core focus on addressing the stigma of loneliness in young people, providing support to minoritised and marginalised groups who are more affected by this issue. We will also consider improvements we can make to our built environment and design our courses with social connection in mind. At the same time we will review our organisational systems in order to support social connection and offer direct interventions for those students who face significant challenges.

This is a practice-led, research-informed and whole-of-institution approach to addressing this intractable problem and we look forward to a day where all students on campus are connected to one another, feel that they belong to the university community, and that they matter to each other and every colleague.

INNOVATION



Over the past year, we have concentrated on fostering an inclusive and innovative culture within our research and knowledge exchange activities. We are diversifying our talent pipeline, opening new, supported pathways into academia that bridge the gap between underrepresented groups and research careers.

We understand the value of collaborative advantage and actively support the co-production of research and the exchange of knowledge with external stakeholders. This ensures our work addresses real-world problems and generates solutions that are both applicable and beneficial to society.

Through these approaches, we are developing more comprehensive and impactful solutions, and enriching our research with a wider array of perspectives and ideas.



OUR DRIVE FOR HIGH IMPACT OUTCOMES IS HELPING LOCAL BUSINESSES

Since opening its doors in 2023, our groundbreaking North of England Robotics Innovation Centre (NERIC) has been busy serving as a hub for small to medium-sized enterprises (SMEs) looking to design, test and validate opportunities in this rapidly growing area. The team has partnered with a diverse range of SMEs across Greater Manchester operating in engineering, music therapy, decarbonisation and food manufacturing on their robotics journey.

Based in Oldham, Greater Manchester, Ripple Group are highly successful retail design specialists providing end-to-end services, from designing commercial interiors to manufacturing and installation. An area of focus for Ripple is to explore methods of automation for repetitive tasks, the logistics for moving around equipment and innovation in the design process and labour-intensive tasks. NERIC conducted extensive research for the business to identify which robots and robotics processes could be deployed to automate routine tasks and move equipment around seamlessly. Our recommendations are helping the business to make informed decisions to drive growth and operational efficiencies.

“At Ripple, we make it part of our mission to explore technologies, techniques and ideas that contribute to our growth and success to deliver the very best for our clients.”

Whilst exploring and researching initiatives to further improve upon the efficiencies within our manufacturing facility, we approached NERIC for expert advice. Soon enough, we're on a journey into robotics and automation. The team has given us a fantastic understanding of the world of robotics, demystifying any previous and often unwarranted concerns surrounding the subject.

It's been a great process working with the team and we can't wait to continue the journey with them.”

Daniel Wolfenden, Design and Marketing Director



CHAMPIONING OPPORTUNITY AND INCLUSION

Diverse perspectives and inclusive practices enable us to produce stronger research and knowledge exchange outputs that are relevant to our communities and deliver benefits to society. Over the past year we have implemented targeted development programmes and introduced scholarships to encourage individuals from underrepresented groups to pursue research careers to leverage the advantages of being truly collaborative.

Our Widening Participation (WP) Summer Research Programme, launched in 2023, gave second year undergraduates from underrepresented backgrounds the opportunity to gain experience in postgraduate study. Students spent the summer undertaking a paid research project with supervision from a lead academic researcher. The scheme aimed to bridge the gap between underrepresented groups and research careers, enabling students to experience research first-hand in a supportive environment. By placing student wellbeing and developing a sense of belonging and confidence at the heart of the programme, we hoped the students would feel research was an activity and environment they could be part of, should they wish to be.

‘The summer research project has completely changed any reservations I had on pursuing a career or further education in research. The project has not only amplified my confidence in my chosen field of study but has provided valuable transferable skills that will aid me in reaching my goals.’

Student participant

Student feedback has been overwhelmingly positive. During a celebration event, students explained how their confidence had grown, that research degrees and careers no longer seemed impossible, and how valuable the experience was. We are able to expand the scheme in 2024 thanks to a generous legacy donation from a former student, Brian Oldroyd.

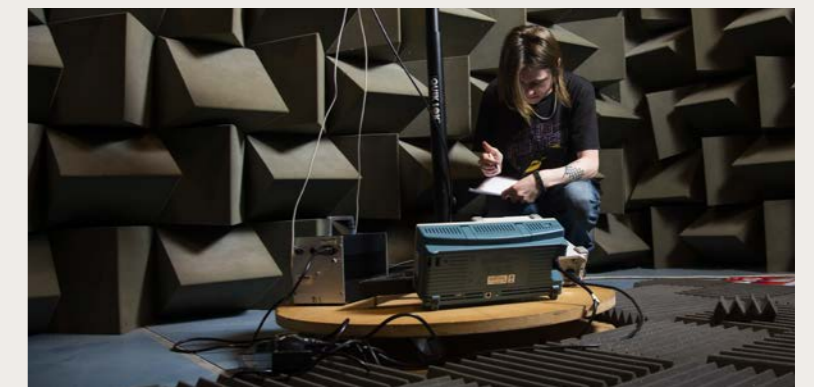
In recognition that barriers to postgraduate study and careers occur at many points, we have also funded fifteen research Masters degrees and ten PhD scholarships targeted at underrepresented groups, providing our WP Summer Programme students with a direct line of sight to an accessible next opportunity. We look forward seeing the results of a longitudinal study to monitor the impact of the interventions in years to come.



‘I am very grateful to have had the opportunity to be involved in the research summer internship, allowing me to develop skills and explore my interest in research.’

Student participant

CREATING HEALTHY ENVIRONMENTS



A 2023 House of Lord's Science and Technology Committee report called noise a 'neglected pollutant' that is harmful to humans but not well understood. Environmental noise from cars, planes and other transport, and neighbourhood noise from industry, entertainment, construction and other sources combine to have a significant effect on population health. Major government investment will enable us, our university partners and industry to work together on research exploring how we can create a more healthy and less noisy environment.

Our world-leading acoustics laboratories will be home to a new national doctoral training centre in Sustainable Sound Futures. We are delighted to be working with the Universities of Sheffield, Bristol and Southampton and over 50 project partners to combine our collective expertise to create quieter products and buildings, and better noise regulations and standards.

LOCAL ROOTS, GLOBAL AMBITION



CHAMPIONING OPPORTUNITY

The 2023-24 academic year marked another successful year in the delivery of our apprenticeship portfolio. Responding to demand from employers in key industry sectors, a new apprenticeship programme in construction, Construction Site Supervisor, was launched to help address workforce skill needs across Greater Manchester and the North West.

Ensuring that our apprenticeship programmes remain responsive to industry's changing high level skill requirements continues to underpin the growth and expansion of our portfolio. Effective engagement with employers enabled us to be successful in securing over £500k of funding from the OfS to expand capacity and increase the number of students on Level 6 apprenticeships. In addition to developing new apprenticeship provision in partnership with employers from the construction and health sectors, the funding will be used to widen access and increase participation in apprenticeships from underrepresented groups.

We continue to invest in the quality of our apprenticeships, providing high levels of support and services to apprentices and their employers. A full Ofsted inspection of our apprenticeship provision in February 2024 resulted in the award of a Good grade across all the areas assessed.

WELCOMING A NEW GENERATION OF LEARNERS

We were delighted to see the first cohorts of students start their technical education with the Greater Manchester Institute of Technology (GMiOT), and in December we welcomed learners, course leaders and tutors from all our partner organisations to campus for a wonderful inaugural student conference. The conference theme of Artificial Intelligence (AI) enabled attendees to discover how Generation AI are making use of creative tools to reimagine our digital and physical worlds, while learners explored future career paths with employer partner GCHQ and experienced competitive gaming using the latest virtual reality headsets.

A learning experience that embraces new technology and extensive employer experience is what makes a GMiOT course distinctive. A new technical qualification in Social Media Content Creation is the product of co-creation with THG Studios, an initiative made possible with the support of Michael Scott, Executive Creative Director of THG Studios and chair of our Arts, Media and Creative Technology Industry Advisory Board. Students know that their course meets employer needs and develop professional skills through visiting THG's commercial studios, working on an employer set brief and using industry equipment and software to develop their project.

Our first submissions to the Institute for Apprenticeships and Technical Education are paving the way for all GMiOT Level 4 and 5 provision (equivalent to years 1 and 2 of an undergraduate degree) to be approved as Higher Technical Qualifications that meet the knowledge and skills needed by the employers. To meet high student demand for an alternative pathway into healthcare, direct entry to Nursing Associate foundation degree is being added to the GMiOT portfolio from September 2024. Other exciting work continues, with new programmes planned for 2025 in engineering, data science and creative technologies.

The GMiOT has already established itself as a key player across Greater Manchester and the national network of IoTs, and with the support and enthusiasm of employers the partnership is poised to grow and develop further in 2024-25.



NAVIGATING CHALLENGES AT HOME AND ABROAD

This has been another difficult year for universities that recruit international students. Major international markets have realigned and economic conditions, including currency devaluations in Nigeria, Pakistan and Egypt, have affected demand, particularly when combined with the increased cost of study and living in the UK. Immigration continued to dominate domestic government policy, while migration data began to show the impact of removing the dependant's visa for most international postgraduate students.

While most providers reported a fall in international enrolments for 2023-24 intakes, particularly in postgraduate taught enrolments, we recorded increased enrolments in both September 2023 (20 per cent) and January 2024 (12 per cent). Our success stems from an attractive location and campus, successful brand recognition in our largest markets of India and Nigeria and strong relationships with our agent network. We are a strong recruiter from Sub-Saharan Africa, South Asia and the Middle East North Africa region, where the students are well qualified, price sensitive and seek degree opportunities that make a high value impact on their future career.

Positive messaging from the new UK Government which recognises the value of international students, both whilst studying in the UK and the benefits of soft power arising from international alumni, is welcome. It is too early to know if a period of stability in international recruitment will follow and we continue to monitor developments.

COLLABORATING TO DRIVE HIGH STANDARDS

We are an active participant in conversations between the higher education sector and the Government on student immigration policy. We were a primary signatory to the Agent Quality Framework (AQF), a collaborative initiative for UK universities, education agents and other stakeholders to provide rigour in international recruitment practices. Through our work with BUILA, UKCISA and the British Council, our International Office led on the development of the AQF with the next stage comprising a national risk management framework to benchmark key recruitment indicators.

We have a strong record as a trusted sponsor for international students. Our 2023 Basic Compliance Assessment reported a visa acceptance rate of 98.8 per cent and course completion rate of 97.4 per cent.



OUR PARTNERSHIP WITH **BANGLADESH**

Our wider strategic mission to work with governments, education and industry partners to enhance our overall global impact has delivered significant progress this year, particularly in our education and research projects with Bangladesh.

Greater Manchester has a large Bangladeshi community of over 70,000 while our University is home to nearly 120 students who have travelled from Bangladesh to study subjects including nursing, public health, data science and IT, business and environment.

As one of the UK's largest providers of nursing, midwifery, and allied health education, colleagues have been working with the Bangladeshi Government to explore how we can support workforce development and capacity building across medical and health education to improve the population's health outcomes.

In just over two years we have delivered projects and outcomes that are addressing the country's priorities. Together with the International Nursing College we launched a teacher training and research methodology programme to share knowledge and practice with nursing education and medical education teachers across Bangladesh. We are the first UK university to deliver this

type of training with a Bangladesh Nursing College which also involves Salford colleagues delivering a series of masterclass sessions.

In 2024-25 we will welcome our second cohort of scholarship students to Salford to continue their nursing education. These pioneering students, graduates of the International College of Bangladesh, will further develop their professional practice on our MSc Nursing, learning new skills to transfer to their home country.

Our work has now extended from health to digital to respond to Bangladesh Vision 2041, the country's strategic plan to transform into a technologically advanced and sustainable society. A new partnership with Ethics Advanced Technology Ltd Innovation Hub is enabling us to explore joint research initiatives involving the use of AI and data science to improve the delivery of community and rural healthcare, and tackle challenges in agriculture and food production.



“Such an amazing, interesting event! I think this is an excellent opportunity for first-year students to explore and play around with what we want to pursue. Overall, I loved meeting the American members of my group and hopefully, we'll stay in touch and maybe even meet up in person one day!”

Salford Biomedicine participant

GLOBAL CITIZENSHIP

We aim to provide international opportunities to all our students and believe that developing global citizens can, and should, take many varied forms. Colleagues have been busy working across the University and with their international peers to create innovative learning experiences for students at home and abroad. Dr Matthew Jones and Dr Pika Miklavc from our Biomedicine department describe their exploration of Collaborative Online International Learning in partnership with Wayne State University in Detroit, USA.

The two-day event involved 35 Salford and 20 Wayne State students and sought to develop laboratory, communication and presentation skills associated with biomedicine-based degree programmes. On day one, the students from both universities video streamed the delivery of mini-classes on practical laboratory skills gained within their respective degree programmes, developing their ability to effectively communicate their knowledge to an international audience using digital technologies.

Students then worked together as international teams to design and present scientific posters showcasing the differences in culture, higher education and laboratory practices between the UK and the USA. The task not only developed their ability to work as a team but also key time management and organisation skills to complete the task within a time limit, aligning to real world requirements. This initial project lays the foundations for further expansion and embedding this type of learning in course design to establish a future facing international curriculum.

The event was popular with students and staff on both sides of the Atlantic. As a result of this success, the team are working on expanded delivery for 2025 with the University of Applied Sciences Ruhr West, Germany.



“The dedication, teamwork, and shared passion of these groups have surpassed geographical boundaries, fostering a global community focused on education and innovation.”

Mary Anne Stewart, Assistant Professor and Clinical Coordinator for the Medical Laboratory Science Programme at Wayne State University



ENVIRONMENTAL SUSTAINABILITY

Tackling the climate emergency requires a whole institution approach that integrates sustainability considerations across all our activities.

In addition to the major initiatives outlined below, our wonderful Sustainability Team have driven significant increases in colleague, student and local community engagement in a wide range of activities and campaigns. Of particular note is the team's collaboration with our student community. Beyond their extensive work on Education for Sustainability (see page 17), the team partnered with the Students' Union to recruit one of our graduates to a new role to expand collaboration on sustainability initiatives such as the SOS-UK Responsible Futures programme. In addition, more than 3,000 tonnes of carbon were saved, and over 400 unwanted items found new owners, thanks to the efforts of a graduate intern who re-launched our online re-use portal.

“
Decarbonising our campus buildings is fundamental to achieving our carbon reduction targets.
”

REDUCTION IN ENERGY USE		REDUCTION IN WATER USE	
2023	19%	2023	0%
2024	25%	2024	9%
Target	25%*	Target	20%
Progress	✓	Progress	✗
*by 2030			
REDUCTION IN TOTAL WASTE, EXCLUDING CONSTRUCTION WASTE		PROPORTION OF WASTE RECYCLED	
2023	38%	2023	48%
2024	27%	2024	47%
Target	12%	Target	55%
Progress	✓	Progress	✗

KEY
 ✓ Target met or exceeded
 — Performance is within 5% of target
 ✗ Performance is >5% below target

PERFORMANCE

Energy performance in 2023-24 has been strong, with a reduction against baseline of 25 per cent. We are already ahead of future targets and are currently reviewing our goals to ensure we remain ambitious in our efforts to further reduce energy consumption. Key factors behind this performance are the electrification of buildings, improvements in our building management system controls and completion of energy efficiency projects. These projects are funded through an energy-gain share scheme where identified energy savings are invested in new initiatives.

Decarbonising our campus buildings is fundamental to achieving our carbon reduction targets: an 81 per cent reduction in scope 1 and 2 carbon emissions by 2030 and net zero carbon by 2038. This year we developed a Buildings Decarbonisation Plan to accelerate existing decarbonisation projects to the scale needed to achieve our ambitious goals. The 'whole-building approach' considers a range of energy efficiency measures to reduce overall heat and electrical demand as well as informing the replacement of existing fossil fuel reliant systems with low carbon alternatives. An interactive net zero carbon roadmap model will support implementation by shaping the planning of our net zero carbon journey in response to the development of our campus.

Scope 3 emissions continue to account for most of our carbon footprint. A Responsible Procurement Plan will be developed during 2024-25 to reduce the proportion attributable to our supply chain.

Our water usage increased this year due to new buildings being in full operation, a significant underground leak and essential maintenance works on the sports centre swimming pool. Increased attention to water saving activities is planned for the next academic year.

Reducing the amount of waste produced and reusing materials wherever possible have been our waste management priorities this year, resulting in less material being recycled. A review of our waste strategy to reflect a circular economy approach is planned for 2024-25.

STUDENT PROJECT LEADS CAMPUS INNOVATION

Decarbonising our heritage buildings presents specific challenges due to the listed status and restrictions imposed on the alteration of fabric. An undergraduate student project brought together our Energy House experts and Salford City Council's Conservation team to explore potential options using Joule House as a case study. Research on the grade II building over the last twelve months demonstrated that it can be heated effectively on lower boiler flow temperatures, not only saving gas but confirming heat pump readiness. Different methods of secondary glazing and airtightness were also evaluated and modelled to show the scale of improved energy performance. These methods will be replicated in our other heritage buildings.

CLIMATE RESILIENCE

We have completed early risk and adaptation appraisals on our planned new developments to evaluate future climate change impacts on the buildings. We have designed in measures to address heat island effects by using green infrastructure and selecting materials with high solar reflectance values. This year we will add to this with an assessment of climate risk and adaptation measures on our existing campus.

JOULE HOUSE

PEOPLE

Our People Plan helps to set the direction for the environment we want to create for our colleagues: a great colleague experience enables a great student experience. We value difference – in backgrounds and perspectives – and celebrate the differences that make us unique as individuals and as a University.

WELLBEING IS AT THE HEART OF EVERYTHING WE DO

We have made good progress against this strand of our People Plan in 2023-24, driven by listening to what is important to colleagues. A new colleague engagement survey launched this year: a 63 per cent participation rate and 78 per cent engagement rate are both above the sector average. Colleagues told us that that teamwork, relationships with colleagues and a sense of community make Salford a special place to work, but that we could be better at communication and further streamline how we make decisions.

We have harmonised annual leave for all colleagues, engaged over 400 individuals in benefits roadshows and pension briefings, and updated our Family Friendly and Time Away From Work policies to better support personal circumstances.

I joined the University in January as Colleague Wellbeing Manager. This brand-new role really signalled to me a commitment to supporting colleagues to be safe, healthy and well both physically and psychologically.

I've been reviewing our wellbeing offer and meeting lots of colleagues who are passionate about this topic, from our fabulous team of Mental Health First Aiders to the organisers of successful activities across Men's Health Week.

Signing up to the University Mental Charter with Student Minds is an important step towards developing an integrated, whole institution approach to wellbeing. It's exciting to be working with the student wellbeing team on the charter framework – it's early days but I can see how working collectively is going to deliver benefits to our whole campus community.



Lucy Heffron, Colleague Wellbeing Manager

PERFORMANCE, DEVELOPMENT, REWARD AND RECOGNITION

Our drive for high impact outcomes relies on us being an attractive employer to a diversity of talent and creating an environment in which colleagues develop and thrive.

We recognise that our colleague community is not yet as diverse as our student community and we are working to change that. We launched our new [employer brand](#) which showcases the career journeys, expertise, wellbeing, diversity and achievements of some of our people. We are proud of, and grateful to, the amazing colleagues who shared what being part of our University means to them.

Our Colleague Forum, comprising representatives from across the University, holds us to account, ensuring that we're delivering the objectives of the People Plan in a meaningful way.

'The Colleague Forum provides a brilliant platform that gives colleagues across the full University footprint a voice, a safe-space in which to be heard, and an arena for meaningful action and change to be initiated and driven forward from and through; and I am proud to represent and to be a part of this Forum.'

Colleague Forum member

A review of our recruitment processes has also been carried out and we have deployed new training for colleagues involved in hiring. Our gender pay gap has decreased from 11.1 per cent in 2019 to 8.3 per cent this year. While there is still more to do, the gap is lower than the median for the sector (11.9 per cent) and the broader UK average of 14.4 per cent.

Our first University-wide Technicians Awards shone a light on the individuals and teams who are often unsung heroes. Technical colleagues are vital to our activities – they are involved in every piece of research, every innovation, and have in some way helped every student at Salford to learn and graduate.

AN INCLUSIVE PLACE TO WORK AND STUDY, ROOTED IN EQUITY

Our EDI Statement of Ambition: Delivering Change at Salford sets out our vision for positive transformation by 2028. In this first year of our five-year plan we have made strong progress in building the foundations to deliver our goals:

- ✓ Inclusive leadership: Over the course of the year 44 of our senior leaders have taken part in Inclusive and Compassionate Leadership workshops.
- ✓ An EDI governance and operating framework ensures we have a coherent structure to develop

institutional interventions that address our Statement of Ambition (SoA) goals.

- ✓ A Community of Practice brings together EDI leads and champions to share practice, engage in learning and development, and identify approaches aligned with the SoA.
- ✓ EDI support structures are now in place following the appointment of our Inclusive Cultures Lead, Colleague Development Lead and Athena Swan Coordinator.

MEASURING PROGRESS

An EDI Scorecard has been developed to monitor progress at institutional level and highlight associated risks.

This year has revealed a mixed picture of performance against our ambitions. We are disappointed that progress towards some of our student goals is slower than intended. Delivery against student EDI priorities are driven through our [Access and Participation Plan \(APP\)](#). We have carried out detailed work to target the root causes of differential outcomes for some students and to inform robust evaluation of the effectiveness of our work. We expect to see positive movement during the APP period.

In collaboration with the Students' Union we have invested in student voice initiatives that complement scorecard data with qualitative context. Our student Equity Ambassadors serve as grassroots researchers, working in a peer-to-peer capacity. They are gaining critical insights into areas where change is needed to improve equity and inclusion. Read more about our Ambassadors on [page 17](#).

Progress against all our colleague goals is tracking upwards. The number of female professors has risen this year, from 29 per cent to 35 per cent; the proportion of minoritised ethnic colleagues is increasing; and the gender colleague profile at higher grades now reflects that of the University. From 2024, our professorial promotions process emphasises the importance of collaboration and EDI, as well as leadership and sustained academic excellence.





Artists impression of the new Health and Society building

A CONNECTED CAMPUS

Our Campus Connectivity Plan aspires to create a vibrant and inspiring hub for learning, research and community engagement.

Our new sector leading Esports lab is a fantastic example of the investment we are making to connect our students with evolving sector skills needs. The cutting-edge equipment enables students to host and broadcast sports competitions and will be instrumental in helping learners on our HND Esports Business Management course to move into this rapidly growing, high value industry. The suite of courses supported by the lab are offered by the GMIoT, enabling development of the facility to be supported by £120,000 of funding successfully procured from the Department for Education Higher Technical Education and Skills Investment Fund.

As our GMIoT portfolio develops the need for our new building increases to house technical education and training across the construction, engineering, computing, creative media, digital business and health sciences sectors. Planning permission was granted in September 2024 and we expect to break ground on the construction by the end of 2024. Consultation with our students, colleagues and local community was instrumental in identifying a location for the GMIoT that aligns with our commitment to environmental sustainability; the site selected preserves mature trees and an ecology survey reported a biodiversity net gain.

We also received planning permission for our new Health and Society Clinic Building, indicated above, with the build work expected to start in autumn 2024. More than a hundred academic, technical and professional services colleagues and industry partners provided input to the design brief and our local community engaged with the planning application. Further engagement is planned as the project progresses, including with equality, diversity and inclusion groups, community groups and those not currently using or benefitting from the healthcare system, to help us create an accessible, inclusive suite of allied health services. Alongside the clinical brief, the design team is working with our Occupational Therapist, Public Health and Nursing teams to ensure the nonclinical community spaces are used to benefit those most in need.

Deepening our understanding and empathy towards diverse accessibility needs is the underpinning philosophy of our innovative Empathy Lab. This unique space allows students and staff to experience firsthand the challenges faced by individuals with different conditions, including autism, ADHD, dyslexia, and vision impairment. The lab serves as a practical resource for learning about and experimenting with assistive technologies and strategies that enhance inclusivity, and aims to inspire positive changes in services, products, and content development.

Digital projects are delivering other major benefits to our activities. Over the last year we have started to

implement a new platform to provide a full end-to-end curriculum management system. The project will deliver efficiency and user experience improvements for academics and professional services teams involved in the curriculum process. In this first year, functionality improvements have been positively received by External Examiners who have used the platform to submit their independent reports on our academic standards and awards. Comments include: "I think the system is brilliant (and easy to use), well done all" and "this was a great report writing experience...this new system is a great improvement on the previous one."

The business improvements delivered by our Human Resources team have also been externally recognised by the Chartered Institute of Personnel and Development with a People Management Award for Best Initiative in People Analytics 2023. Our institutional dashboard draws together all our critical people related data in one, easily accessible place so that leaders at all levels have the best information to hand to support agile decision making. We have procured an integrated, enterprise solution to further enhance our HR and payroll operations. The new system will provide significant additional functionality, including the introduction of employee and manager self-service and the automation of all transactional HR and payroll activities. Implementation is on schedule to meet the planned go live date in April 2025.

The business improvements delivered by our Human Resources team have also been externally recognised by the CIPD with a People Management Award for Best Initiative in People Analytics 2023.

PUBLIC BENEFIT

We are a university that engages with society to bring about benefit. As an exempt charity our governing body, Council, has due regard to Charity Commission guidance on public benefit in the course of overseeing the development and implementation of our strategy. We work in partnership with the people of Salford, Greater Manchester and the global community to advance education, inspire, empower and enrich lives. Through our civic commitment we bring value to our city region and respond to society's challenges in ways that are relevant to Salford and beyond.

We take our responsibilities seriously and recognise the impact of our services on students and the community. As part of our commitment to creating an inclusive educational community, all campus-based undergraduates receive £150 of Inspire funding each year to help with the cost of learning resources. Students from low-income

backgrounds and living in areas where participation in higher education is low, care leavers, estranged students and student carers receive additional financial support. [Page 12](#) summarises the additional support we've provided to students this year.

ENRICHING THE LIVES OF OUR LOCAL COMMUNITY



INTO SALFORD CENTRAL

In the 2022-23 academic year, IntoUniversity Salford Central - a partnership between the University of Salford, the University of Manchester and IntoUniversity - opened its doors to almost 1,000 local 7- to 18-year-olds, providing structured academic support and invaluable resources. From tailored curriculum workshops for primary pupils to Future Readiness projects for secondary students, our programmes have inspired a love for learning and equipped students with essential skills for success.

We have seen some incredibly positive results after just one year of operation. Sixty-six per cent of Salford Central students have progressed into higher education, compared to a local average of 20 per cent. We are delighted that 22 IntoUniversity students nationwide, including five from the Salford centre, will join us as undergraduates in 2024. Feedback shows that students gained confidence and developed a clearer understanding of their future educational pathways after taking part in workshops, university visits, and hands-on projects.

COLLABORATING TO CREATE LOCAL JOBS

Following extensive consultation, Salford City Council published its [Employment and Skills Strategy 2023-2028](#) in autumn 2023. The strategy sets out how partners in Salford can work together to create a more inclusive labour market, helping more local people of working age share in the benefits of the city's growth.

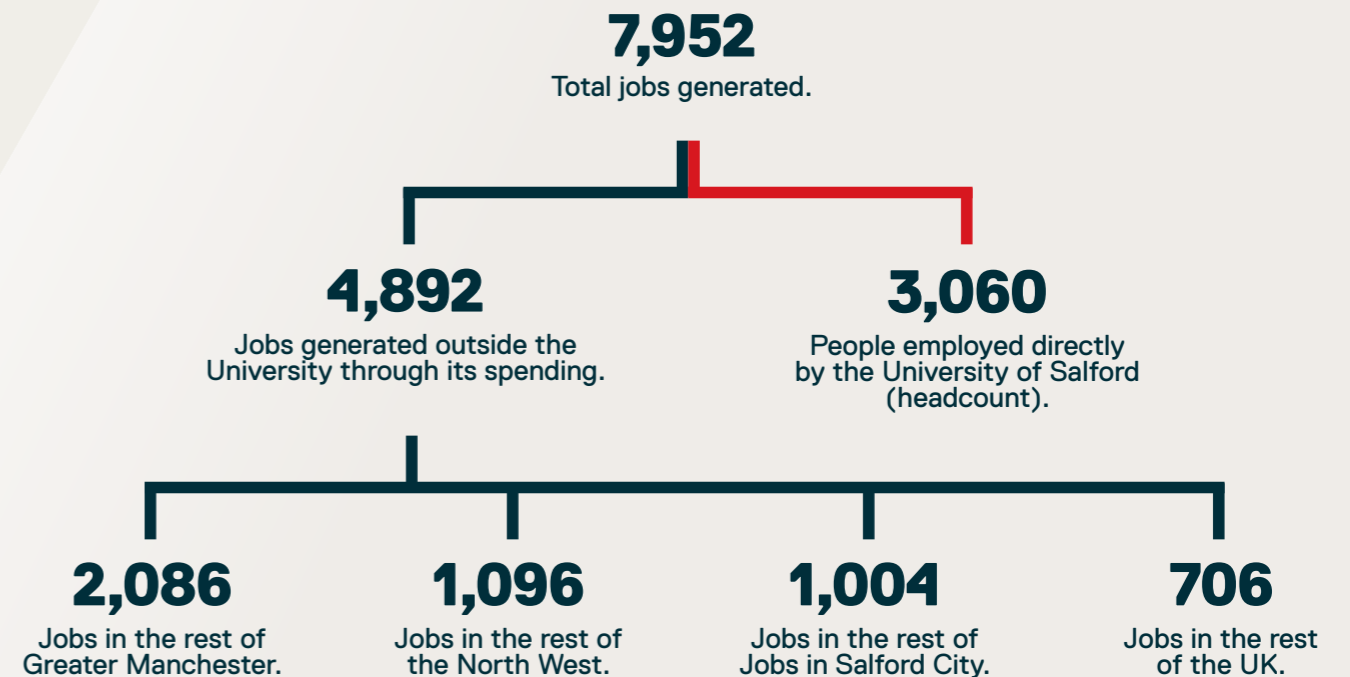
Having contributed to the development of the strategy, we are now playing a key role in its delivery. By working alongside key partners including the Council and Salford City College to target resources, we are helping more Salford residents to access the benefits of growth, and more employers are better able to access the skills they need to continue that growth. Initial activities have focused on sharing our internal expertise and resources in relation to employment, skills, careers advice and wellbeing at work to deliver enhanced benefits to Salford residents and employers. As a member of the Salford Work and Skills Board we will continue to have a role in overseeing the effective implementation of the strategy's objectives.

Having contributed to the development of the city's Employment and Skills Strategy, we are now playing a key role in its delivery.

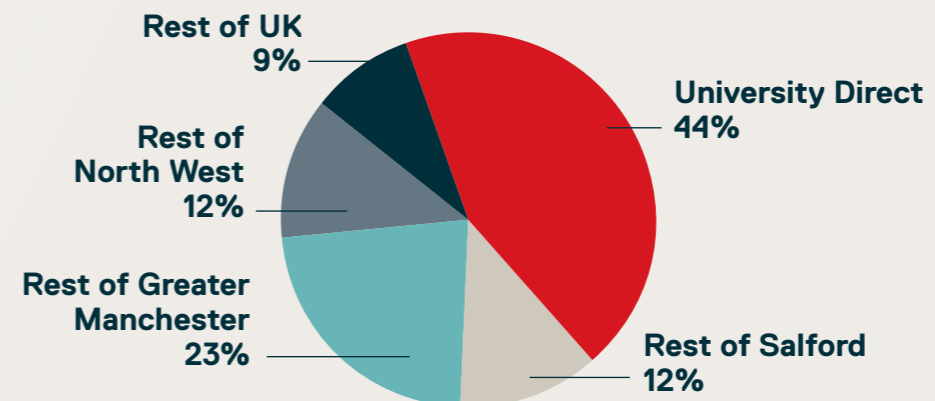
GENERATING SOCIAL AND ECONOMIC VALUE FOR SALFORD, FROM SALFORD

Our social impact data tells a strong story of the significant impact of the University on Salford, Greater Manchester and nationally. We are truly an anchor institution within our city and have a critical role to play to drive growth and prosperity through collaboration. We are proud to be a catalyst of local economic development through our output, Gross Value Added and job creation.

Julie Charge, Deputy Chief Executive & Chief Financial Officer



UNIVERSITY OF SALFORD OUTPUT IMPACT 2022-2023 TOTAL £617.4M



TO READ THE FULL REPORT VISIT



FINANCIAL PERFORMANCE

KEY FINANCIAL HIGHLIGHTS

2023-24

£20.1M	£83.4M	£80.1M	£21.4M	£285.5M
Underlying Operating Surplus	Surplus for the Year	Comprehensive Income for Year	Cash flow from operating activities	Net assets

2022-23

£19.0M	£19.9M	£19.1M	£29.9M	£205.3M
Underlying Operating Surplus	Surplus for the Year	Comprehensive Income for Year	Cash flow from operating activities	Net assets

STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE

UNDERLYING OPERATING SURPLUS FOR THE YEAR

The University Council's process for reviewing the performance of the University is primarily to consider the underlying operating surplus and the controllable surplus as well as the cashflow generated from operating activities. These measures exclude the impact of movements on long term pension liabilities including Universities Superannuation Scheme (USS) and the Greater Manchester Pension Fund (GMPF) and movements on the early retirement provision in respect of former Teachers Pension Scheme (TPS) members and loan hedge movements which, while significant, cannot be controlled by management in the short term. In 2023-24 the University made an underlying operating surplus of £20.1m which is a strong performance in the current economic environment.

NON-CONTROLLABLE MOVEMENTS

In 2023-24 the USS pension provision was released in full following the completion of the March 2023 valuation resulting in a £63.4m credit to the income and expenditure account. In 2023-24 there was an adverse movement of £0.1m on the TPS early retirement provision

due to a slight fall in corporate bond yields which increases the liability.

The overall impact of these non-controllable movements is to increase the surplus to £83.4m.

TOTAL COMPREHENSIVE INCOME AND EXPENDITURE

The Total Comprehensive income was £80.1m after an adverse hedge movement of £0.7m and £2.6m on the GMPF scheme.



INCOME AND EXPENDITURE IN £m

2023-24 and 2022-23 actuals and key variances to prior year

	2023-24	2022-23	CHANGE TO PRIOR YR
INCOME			
Tuition fee and educational contracts	221.0	212.3	8.7
Funding body grants	25.1	23.8	1.3
Research grants and contracts	8.2	6.7	1.5
Other income	21.2	20.2	1.0
Investment and donations income	9.1	5.4	3.7
Controllable operating income	284.6	268.4	16.2
STAFF COSTS			
Staff costs	(151.5)	(136.4)	(15.1)
Less non controllable gain	0.1	(0.9)	1.0
Other operating expenses	(93.1)	(92.7)	(0.4)
Depreciation	(16.8)	(15.5)	(1.3)
Interest and other finance costs	(3.2)	(3.9)	0.7
Controllable operating expenditure	(264.5)	(249.4)	(15.1)
Day to day operating surplus and underlying operating surplus	20.1	19.0	1.1
IMPACT OF NON CONTROLLABLE AND EXCEPTIONAL ITEMS			
Change in Universities Superannuation Scheme Deficit recovery plan	63.4	0.0	63.4
Other non controllable movements	(0.1)	0.9	(1.0)
Surplus for the year	83.4	19.9	63.5
Change in fair value of hedging financial instruments	(0.7)	3.5	(4.2)
Actuarial loss in respect of pension schemes	(2.6)	(4.3)	1.7
Total comprehensive income for the year	80.1	19.1	61.0

CONTROLLABLE INCOME

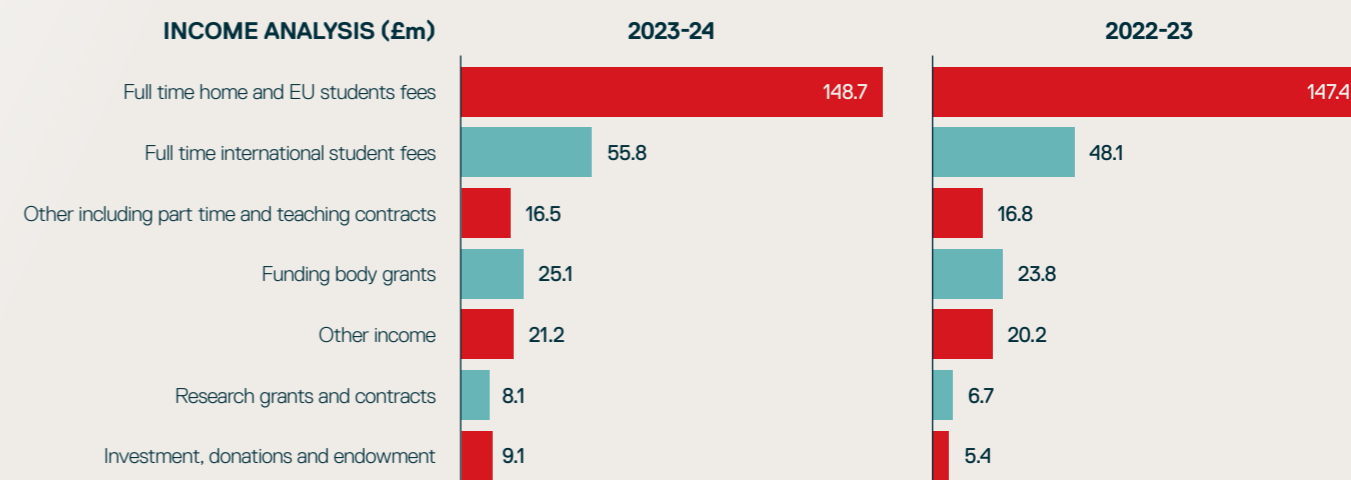
In 2023-24 total income increased by £16.2m (6.0%) to £284.6m.

Total tuition fees and educational contracts increased by £8.7m (4.1%) to £221.0m with International students increasing by £7.7 (16.0%) and Home and EU student fees increasing by £1.3m (0.9%).

The Funding body grants increased by £1.3m (5.5%) to £25.1m following an increase in specific grants from

Research England of £1.1m, recurrent grants of £0.6m from Office for Students (OfS) but partially offset by a fall in recurrent grants of £0.2m from Research England and Higher Education Innovation grants of £0.2m. Research grants and contracts increased by £1.4m (20.9%) to £8.1m while Other Income increased by £1.0m (5.0%) to £21.2m.

Investment, donations and endowment increased by £3.7m (68.5%) to £9.1m due to an increase in investment income reflecting the higher average interest rate during 2023-24.



CONTROLLABLE EXPENDITURE

In 2023-24 total expenditure increased by £15.1m (6.1%) to £264.5m.

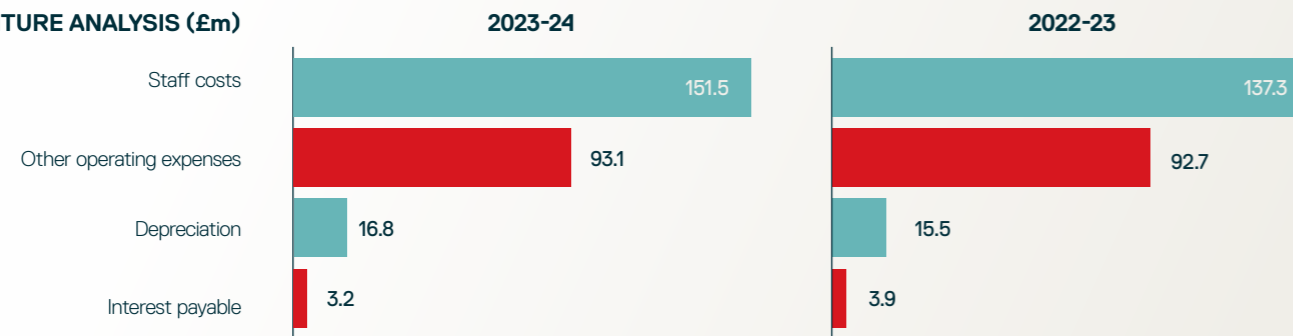
Staff costs increased by £15.1m (11.1%) to £151.5m. The rise in costs reflects a nationally agreed pay rise of 3% from August 2023, scale-based increases and an increase in employees of 241 to 2,751 FTE's. As a result, recurrent staff costs now account for 53.2% of income compared to 50.8% in 2022-23.

Other operating expenses rose by £0.4m (0.4%) to £93.1m. Key movements included a £2.5m increase in IT supplies, a

£2.1m increases in rates, rents and utilities with savings in premises, maintenance and repairs of £1.7m, in professional fees of £1.3m and £1.0m in equipment, furniture etc.

Depreciation has increased by £1.4m due to the full year impact of opening the Science, Engineering and Environment and the Robotics buildings as well as the investment in new equipment. Interest has fallen by £0.7m due to the release of the USS provision at the beginning of January 2024 following the completion of the March 2023 USS valuation.

EXPENDITURE ANALYSIS (£m)



STATEMENT OF FINANCIAL POSITION

At 31 July 2024 our Total net assets had increased by £80.1m to £285.4m reflecting the total comprehensive income outturn for 2023-24.

We continue to have healthy net current assets of £129.2m (£105.6m at 31 July 2023), with cash and short-term net investments of £168.8m (£149.4m at 31 July 2023) which is enough to cover 249 days of day-to-day expenditure (2023: 234 days). The rise in cash holdings is needed to fund the substantial capital expenditure required to complete the capital schemes that commenced during 2023-24. The waterfall chart below explains the rise in cash and investments over the last 12 months by analysing the cash flow statement.

At 31 July we have secured borrowing including derivatives and finance leases of £26.2m (£27.2m at 31 July 2023) which represents 9.2% (13.0% at 31 July 2023) of income and is below the forecast sector average of 29%. We continue to plan to finance future capital expenditure mainly through our cash holdings, internally generated resources including land sales, grants and external donations.

We have pension provisions totalling £11.2m (£73m at 31 July 2023). The university still has obligations to fund Teachers' Pension liabilities but no longer has an obligation to fund the USS pension scheme. (£63.9m at 31 July 2023). Affordability of pensions remains a key financial risk and since 1st August 2019 colleagues appointed on grades 1 to 6 are only eligible to join the University of Salford Pension plan which is a defined contribution scheme.

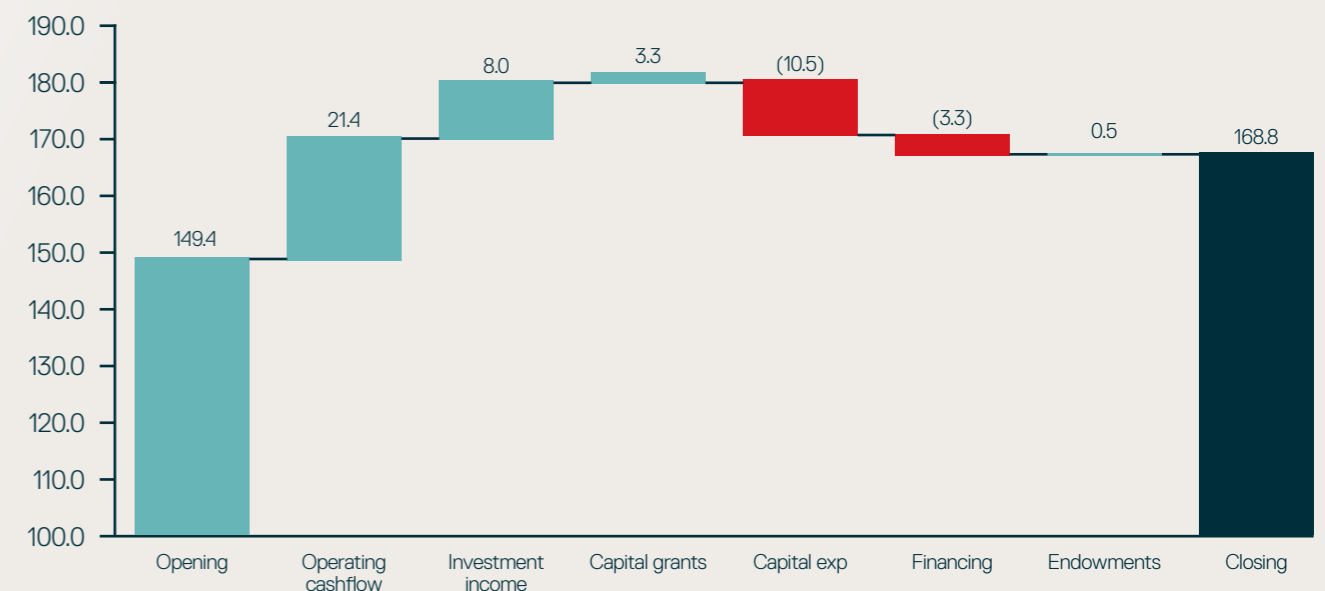


EXTRACT OF THE STATEMENT OF FINANCIAL POSITION IN £m

Actuals at 31 July 2024 and 31 July 2023

	AS AT 31 JULY 2024	AS AT 31 JULY 2023
NON-CURRENT ASSETS	221.6	226.9
Trade and other receivables and stock	37.1	36.0
Investments and cash and equivalents	168.8	149.4
CURRENT ASSETS	205.9	185.4
Less creditors falling due within one year	(76.7)	(79.8)
Net current assets	129.2	105.6
TOTAL ASSETS LESS CURRENT LIABILITIES	350.8	332.5
Creditors amounts falling due within one year	(51.6)	(51.9)
Pension provisions	(11.2)	(73.0)
Other provisions	(2.6)	(2.3)
TOTAL NET ASSETS	285.4	205.3

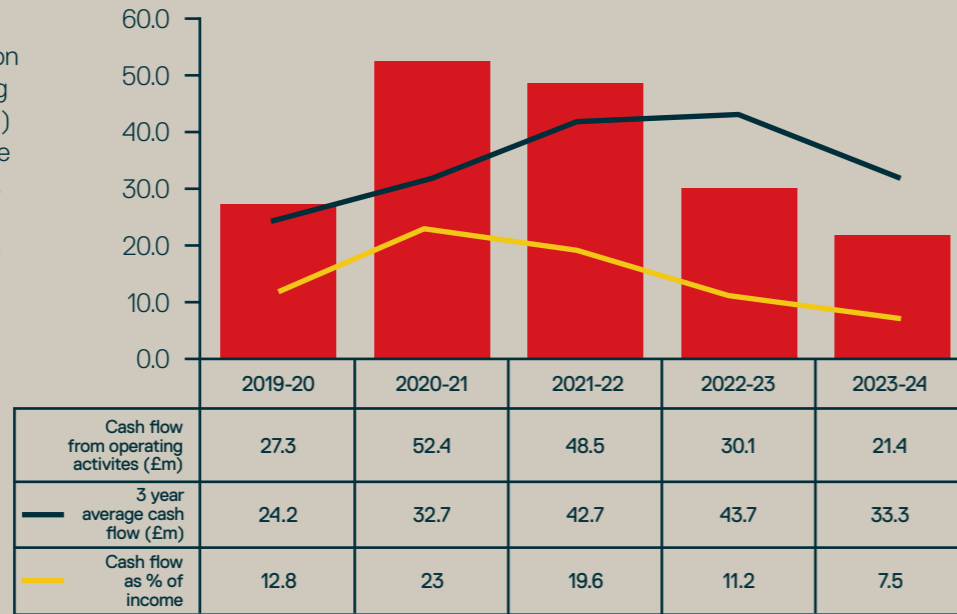
MOVEMENTS IN CASH AND INVESTMENT BALANCES (£m) IN 2023-24



CASH FLOW

Cash flow generation continues to be one of our key financial metrics, particularly in a time of volatile pension movements. Cashflow from operating activities was £21.4m (2022-23 £30.1) which is 7.5 % of income and is above the 5.2% the sector was forecasting. In recent years we have benefitted from rises in level of deferred income and international student income but this has now plateaued.

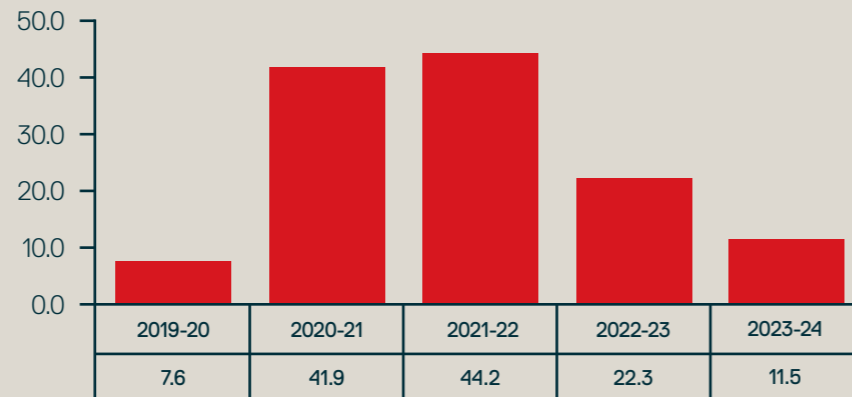
CASH INFLOW FROM OPERATING ACTIVITIES (£m)



CAPITAL EXPENDITURE

We continue to invest in our estate and equipment, spending £11.5m. Schemes in 2023-24 included the commencement of the Institute of Technology, Health and acoustics buildings as well as expenditure on One Digital Campus and equipment.

CASH EXPENDITURE (£m)



PAYMENT OF CREDITORS

The Late Payment of Commercial Debts (Interest) Act 1998 and Late Payment of Commercial Debts Regulations 2002 and 2013 requires institutions, in the absence of agreement to the contrary, to make payments to suppliers within 30 days of either the provision of goods or services or the date on which the invoice was received. We endeavoured to adhere to this policy during the year except where there were genuine reasons for dispute. Subject to the terms of individual contracts, where there are disputes on invoices, we only withhold payment on the disputed element of the invoice.

During 2023-24 the University paid 96% (2022-23: 98%) of invoices received within 30 days under Public Contract Regulation 113 that were undisputed. Under the legislation the University is required to report the value of notional interest due on invoices that are paid late and for 2023-24 this is £15,147 (2022-23 £4,071).

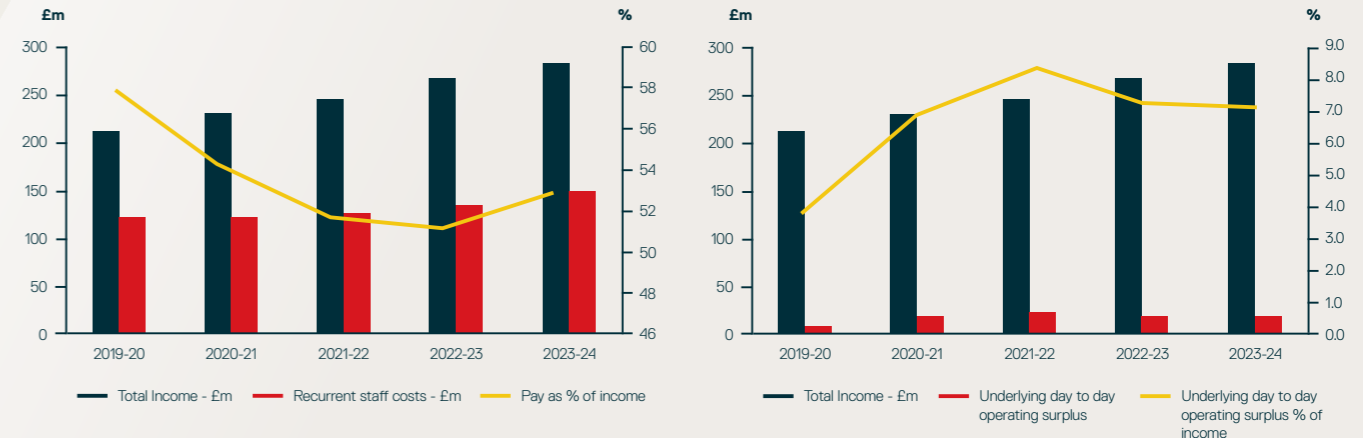
PROFESSIONAL ADVISORS

Bankers	Lloyds Bank PLC
Investment Advisors	KW Wealth
Internal Auditor	PwC LLP
External Auditor	KPMG LLP

CONCLUSION AND FUTURE PROSPECTS

5 YEAR TREND ANALYSIS

	2019-20	2020-21	2021-22	2022-23	2023-24
Total Income - £m	213.8	230.9	247.9	268.3	284.6
Recurrent staff costs - £m	123.8	124.6	127.6	137.3	151.4
Staff numbers - FTE's	2,262	2,318	2,289	2,510	2,751
Pay as % of income	57.9	54	51.5	51.2	53.2
International income	16.3	23.6	40	48.1	55.8
International income as % of income	7.6	10.2	16.1	17.9	19.6
Underlying operating surplus - £m	8.2	16.5	20.7	19	20.1
Underlying operating surplus as % of income	3.8	7.1	8.4	7.1	7
Cashflow from operating activities - £m	27.3	52.4	48.5	30.1	21.4
Cashflow from operating activities as % of income	12.8	22.7	19.6	11.2	7.5



Over the last 5 years the University has generated recurrent underlying surpluses as well as operating cash inflows of at least £21m. This follows an increase in international income from £16.3m to £55.8m which now accounts for nearly 20% of our total income. This track record of cash generation has allowed us to continue to invest in our students, staff and facilities.

The future prospects of the University are considered over a 5-year period with the financial plan for 2024-25 to 2028-29 approved by Council in July 2024. The financial plan includes annual Income & Expenditure statements, capital expenditure, cash flow and balance sheet statements and an assessment of loan covenant compliance at each year end. Part of the financial planning process includes scenario planning which stress tests key assumptions in respect of student recruitment, pay awards and pensions as well as the potential impact of external factors such as cost of living issues on student recruitment and retention. The scenario planning also included consideration of potential remedial actions and these scenarios are reviewed on an ongoing basis.

Whilst overall recruitment for 2024-25 has been slightly below target the University is again targeting a "controllable" surplus in 2024-25. The external environment remains challenging with the university operating in a very competitive market for both home and international students and home undergraduate fees. The recent announcement about the inflationary rise of UG home fees is encouraging but in 2025-26 this will be largely offset by the increase in Employers National Insurance contributions announced in the October budget. Also, whilst inflation has fallen over the last 12 months there is still pressure to increase pay above inflation due to the recent cost of living challenges. Despite these pressures the University's underlying financial position remains sound and the University continues to plan to invest in improving the student experience with continued investment in infrastructure.

GOVERNANCE

CORPORATE GOVERNANCE

The University is an independent corporation. Its university title and legal status derives from a Royal Charter granted in 1967. This Charter and accompanying document (the 'Statutes') set out the University's objectives, its powers, and framework of governance.

The University is a charitable trust but is exempt from registering with the Charity Commission as its principal regulator, established by the Higher Education and Research Act 2017, is the Office for Students (OfS). The OfS is obliged to promote compliance with charity law and works alongside the Charity Commission to do so.

The University has been successfully registered, with the OfS since September 2018 and under the Regulatory Framework for Higher Education in England, the governing body is responsible for ensuring compliance with general conditions laid out for ongoing regulation. The University is not subject to any specific conditions issued by the OfS. Changes to the Charter or Statutes can only be made with the approval of the OfS.

The Charter established a supreme governing authority ('Council') and an academic authority ('Senate'). Each are granted defined functions and responsibilities (and for Council, a constitution is provided). Council adopts internal corporate rules (the 'Ordinances') and approves the Corporate Strategy, effectively setting an overall risk appetite for the University's ambitions.

The University is committed to observing the highest standards of governance. This will ensure integrity and

The objects of the University shall be to advance education and knowledge by teaching and research, and in doing so to foster an academic environment which is enterprising and applied to business and the professions, for the benefit of society at large.

Charter, Section 3

objectivity in the transaction of business and wherever possible, be transparent (including in the public domain). In making this commitment, Council approved adoption of the Higher Education Code of Governance (2020) published by the Committee of University Chairs (CUC), alongside the CUC's Higher Education Senior Staff Remuneration Code (2021) and the Higher Education Audit Committees Code of Practice (2020).

The HE Code of Governance adopts and builds on the Seven Principles of Public Life (often referred to as the 'Nolan Principles').

Together the Principles provide the ethical basis for both the personal and collective behaviours of Council, and

for the proper conduct of business in the public interest and for public benefit.

To ensure personal responsibility for the Nolan Principles, Council approves annually a **Code of Conduct for Members of Council and Senior Officers**. To give practical effect to the Principles, a range of material policies approved, regularly reviewed and overseen by Council have been implemented, including:

Financial Regulations and Delegated Financial Authorities

These ensure effective accountability, regularity and propriety in the use of public or private funds, value for money, that funding is used in accordance with grant requirements, compliance with relevant legislation, and that our assets are safeguarded.

Counter Fraud Policy & Response Plan / Anti-Bribery Policy / Criminal Finance Act Policy The ways that suspicion of theft, fraud, bribery, corruption or financial irregularity can be reported, and how these reports are dealt with.

Register of Interests, Gifts and Hospitality Policy (Declaration and Management Conflicts of Interest)

How interests (financial or otherwise), gifts and hospitality that might create a perceived, potential or actual conflict of interest are understood, declared and acted upon, (including logging on the Register of Interests and/or the Register of Gifts and Hospitality). Managing conflicts of interest is also actioned through the rules for Committees ('Standing Orders').

Whistleblowing Policy

The ways an employee can raise an issue which they believe to be in the public interest. This might be unethical, criminal, fraudulent or dangerous behaviour and the approach the University is bound to undertake in response to whistleblowing reports.

There are also two value structures encompassing wider policy sets, processes, and component themes of the Corporate Strategy:

The Inclusive University

The range of policies and Statement of Ambition that recognise the University's commitment to equity, fairness, autonomy, dignity and respect in the workplace, and safety.

The Nolan Principles

- 1 Selflessness
- 2 Integrity
- 3 Objectivity
- 4 Accountability
- 5 Openness
- 6 Honesty
- 7 Leadership

Committee on Standards in Public Life (1995)



The Ethics Framework

The ethical considerations that underpin all University functions, decisions, and policies.

Council can be made up of a maximum of 24 members, the majority of whom must be independent. There are two student and two staff members, and a member representing Senate. The Vice-Chancellor is a member by virtue of their position ('ex officio'). Independent and staff members can serve a maximum of three terms of three years (i.e., no more than nine years in total), student members can serve a total of three terms of one year (but in practice are normally prevented from serving more than two years as they are appointed from the Student Officers of the University of Salford Students' Union), and the Vice-Chancellor stays appointed as long as they are employed in the position.

No member receives payment for their tenure but are eligible for reimbursement of out-of-pocket expenses (e.g., costs to travel to attend meetings). The role of Chair is offered on a compensated basis to reflect the additional time and responsibilities involved however the current Chair has waived payment. Members of Council are trustees for charitable law purposes.

Council has ultimate responsibility for the affairs of the University and has established four permanent committees ('standing committees') to help discharge its duties and oversee activities on its behalf, and to consider or make recommendations on proposals

seeking Council approval. Council and Senate have also jointly established a permanent committee with delegated authority to consider and approve recipients for honorary awards of the University.

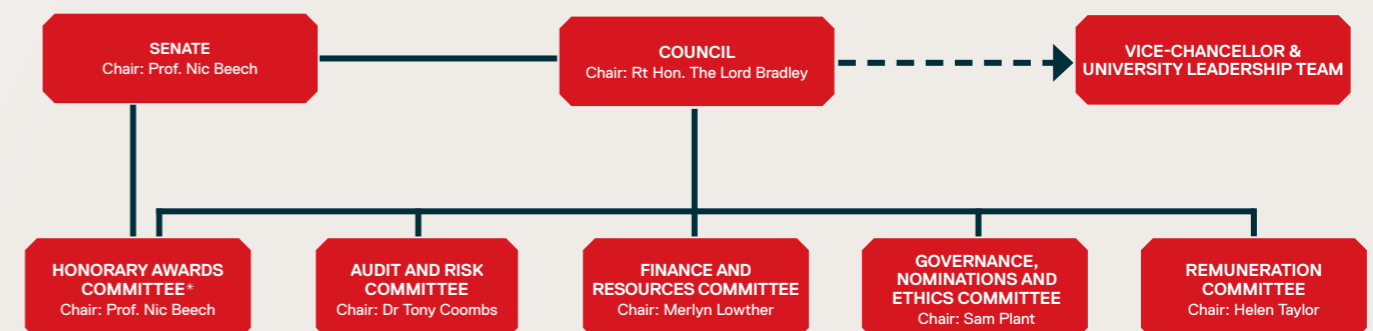
Members may be appointed to one or more committees. Committees may also include co-opted members. These are members who either join a committee to provide a relevant skill or experience required to meet the committee needs or who are selected for their skills and as part of Council succession planning priorities. Co-opted members are not members of Council or trustees of the University. Each Committee has a written scope ('terms of reference') that is reviewed annually to ensure effective governance and controls are in place. Details of the functions, terms and membership are published on the University's website.

Decisions are made collectively by the members acting as a single body in the best interests of the University.

Council runs a dual assurance model. Alongside assurances received from committee oversight, six Lead Member roles have been established - each to provide individual assurance for a strategic area of business. Lead Members are appointed from the independent membership.

Council benefits from the services of the University Secretary, appointed by Council and reporting to the Chair, as their independent officer responsible for ensuring the proper conduct of Council business and governance integrity. The role holder provides advice to the Chair if conflict may arise between the Council and the Vice-Chancellor. At the University the role is undertaken as a dual appointment whereby the appointee is responsible to the Vice-Chancellor for their other duties as Chief Academic Services Officer. The University Secretary takes great care to maintain separation between duties.

UNIVERSITY GOVERNANCE AT A GLANCE



*Joint committee of Council and Senate

CRAIG EASTON: IS ANYBODY LISTENING?

Is Anybody Listening? was a touring exhibition led by the University of Salford Art Collection, featuring alumnus Craig Easton's photography. Together with an engagement programme - *Our Time, Our Place* – the exhibition aimed to challenge stereotypes of Northern communities and empower young people to explore their heritage. The project included exhibitions across the North West, mentoring for emerging photographers, and activities encouraging participants to explore and document their local history.

PROJECT PARTNERS:

- Lead: University of Salford Art Collection
- Open Eye Gallery, Liverpool
- LeftCoast, Blackpool
- Williamson Art Gallery & Museum, Birkenhead
- Blackburn Museum & Art Gallery

IMPACT: BROADENING HORIZONS AND RAISING ASPIRATIONS OF YOUNG PEOPLE IN SALFORD

“Before I came here I thought...I hate where I live, I never want to bring up my children here, but there's certain places like where we take pictures and it just looks really beautiful...it's made me take a different view on it.”

Young person, Salford



Image: Craig Easton, Bank Top, 2020. Courtesy Craig Easton



Image: Craig Easton, Bank Top, 2020. Courtesy Craig Easton

- 221** Arts, culture and heritage professionals convened through 5 sector events
- £250K** Invested in Arts, Culture and Heritage across the North West
- 41,136** Exhibition Visitors
- 51** Young people participated in *Our Time, Our Place*
- £123K** Raised from the National Lottery Heritage Fund
- 4** Exhibitions in partner venues
- 7** Exhibitions in community spaces
- 3** Early career photographers mentored for 1 year

THANKS TO YOU

OVER £1.5m

HAS BEEN GENEROUSLY DONATED AND PLEDGED IN THE LAST YEAR TO SUPPORT A RANGE OF CAUSES ACROSS CAMPUS, FROM SCHOLARSHIPS TO COMMUNITY OUTREACH PROJECTS AND DEVELOPING OUR WORLD-CLASS FACILITIES.



£500K milestone achieved thanks to our Friends of **Energy House 2.0**. Over the last three years we have been fundraising to accelerate our efforts towards net-zero at the world leading Energy House 2.0. The key mission of the network is to raise awareness and increase the facilities impact and activity

8 student-focused projects through Salford Advantage Fund and REVIVE have been supported this year to benefit students, staff and alumni. These projects aim to enhance the student experience, academic development, and the university. They support students to thrive, with a focus on mental health, wellbeing, and employability.

- Co-creating a renovated employability curriculum with employers, students, and alumni as authentic partners
- Stronger Together - Film Production - Resilience, Partnerships and Peer-to-Peer Support
- Creative Exchange Week
- Urban Stage Collaboration
- The Progression Project
- Univision at least
- Business Career Connect: Networking & Insights Event
- University of Salford Heritage Trail



£750k has been generously donated and pledged in memory of a loved one to the university. This act of generosity not only honours the individual's legacy but also creates a lasting impact that will benefit future generations of students and the university.

In 2023 **£123K** of funding was secured from the National Lottery Heritage Fund for **“Is Anybody Listening? Our Time, Our Place”**, with alum Craig Easton. This project included a touring photography exhibition at galleries across the Northwest, alongside an engagement programme for young people. As the project draws to a close, over **41,000** people have now seen the exhibition, and 51 young people have worked with Craig, via mentoring, workshops and classes.

More than **£20K** has been raised to support our students who identify as care leavers or care experienced. Each eligible student will receive a £1,100 cash bursary annually for the minimum duration of their course. This substantial amount reflects your collective commitment to ensuring that every eligible student receives the assistance they need to pursue their educational goals with confidence.



47 students and recent graduates have received a Donor-Funded Scholarship or Bursary for the academic year of 2023/24 so far, thanks to our generous supporters. Your contributions have made a significant impact on our students lives, enabling them to access valuable educational opportunities and resources.

“Receiving the generous bursary has allowed me to reach new heights, purchase materials and learn new skills that I can take into the workplace. I am so lucky to have been awarded the bursary as acknowledgement for my hard work, this had benefited me by allowing me freedom to explore new concepts and ideas without the financial stress “

Matthew Turner
L6 Architecture student
and recipient of the Roysia Foundation bursary



University of
Salford
MANCHESTER

**BECOME
UNSTOPPABLE**