

MEASURING THE DIFFERENCE:
**THE ECONOMIC AND SOCIAL IMPACT
OF THE UNIVERSITY OF MANCHESTER**

SUMMARY REPORT
2013

VIEWFORTH CONSULTING LTD

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FOREWORD

Social responsibility is one of the three core goals of The University of Manchester. It commits us to making a difference to the social and economic well-being of our communities through our teaching, research and public events and activities.

Following a review and consultation in 2013, an Office for Social Responsibility was established to lead, coordinate and develop a new strategy for social responsibility across five key areas: research with social impact; socially responsible graduates; engaging communities; responsible processes; and environmental sustainability.

We want to rigorously assess the difference we are making to the economy and wider society. In 2013 we therefore commissioned Viewforth Consulting – specialists in the analysis of the economic and social impact of higher education for bodies such as Universities UK – to provide an independent assessment of our impact in two key areas. Firstly, we wanted to establish a measure of our overall economic impact. Secondly, we were keen to provide an economic value for the impact we are making across a small selection of programmes typifying our commitment to social responsibility.

The data they have produced in this report not only demonstrates the significant social and economic impact created by The University of Manchester. Through the use of case studies, it also points to ways we can further refine, prioritise and measure our impact through our wider range of social responsibility programmes.

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Viewforth Consulting Ltd specialises in analysis of the economic and social impact of higher and further education, tertiary education policy and knowledge exchange.

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CONTEXT

The University of Manchester is the largest campus university in the UK, with over 10,000 staff and 40,000 students across four Faculties. It has an annual revenue of over £800 million with an estate encompassing over 850,000m² of land and buildings on a single site close to the heart of the city. Ranked in the top 50 universities in the world, the University has ambitious aims to be included in the top 25 leading research institutions in the world.¹ To achieve this goal the University's strategic plan, Manchester 2020, is focussed on achieving and maintaining progress in three strategic areas:

- **World Class Research**
- **Outstanding Learning and Student Experience**
- **Social Responsibility.**

As part of the launch of its new social responsibility strategy, the University commissioned us to establish an independent baseline of its social and economic impact across a selection of different areas. This report highlights some exemplar programmes we analysed to demonstrate how The University of Manchester was maximising the economic and social value it generates for its wider community through the exercise of its economic and social activities.

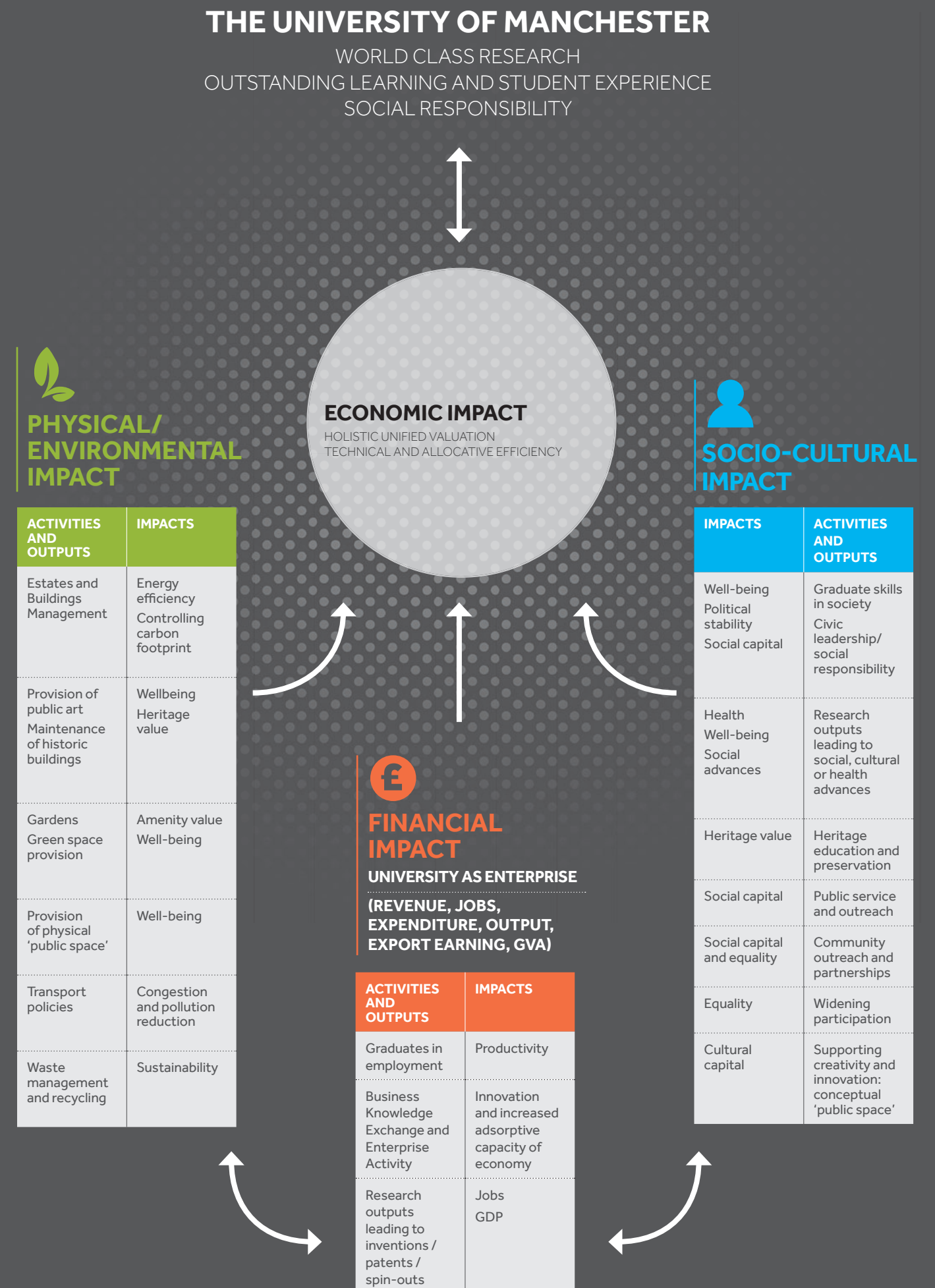
The University is a major enterprise of considerable direct importance to Manchester and the wider North West economy, creating extensive employment and output in the surrounding area and making a significant contribution to UK GDP. As well as the financial contribution to the economy, the work undertaken by the University has a substantial broader economic impact with social, cultural and environmental dimensions.

This study adopted a multi-method approach to assessing the overall impact of the University. Firstly we undertook an analysis of the key economic characteristics of the University; its revenue, employment and expenditure and then, using input-output analysis, modelled the impact of the economic activity generated by the expenditure of the University and its students. This is a recognised and well-established approach to considering the significance of a university as an economic entity in itself.

Secondly we considered the University's overall impact and value generated within a holistic framework that aimed to capture aspects of the University's broader impact.² This is based around a 'Dimensions of Impact' framework, drawing on the principles of welfare economics and involving the application of cost-benefit analysis techniques, in particular shadow-pricing, to higher education outputs. Because valuation of all of the University's work was beyond the scope of this project, we selected seven different areas of activity that reflected different aspects of the University's social responsibility strategy and which have varying social, cultural and environmental dimensions. Where appropriate, we also applied social weights to economic value assessments, which is a recognised approach where issues of equity are concerned (such as making provision for underrepresented groups in higher education).

Dimensions of Impact Framework

The holistic approach to the concept of economic valuation adopted in this study encompasses all dimensions of the University's impact, including socio-cultural impacts as well as environmental and financial impacts. This is because economic valuation is a much broader concept than financial valuation. Financial value is about actual money flows, cash used or generated, money changing hands. In contrast, economic value measures all resources used or generated (financial and non-financial). Hence, when we consider the overall economic impact or economic value being generated by the University, socio-cultural, physical/environmental and financial impacts are integral parts.



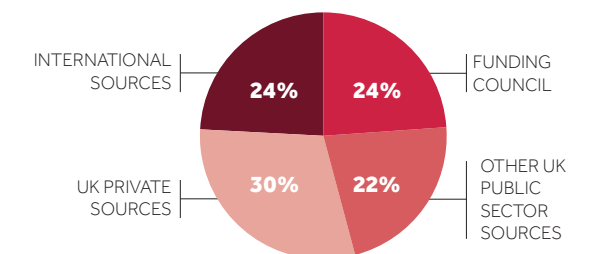
OVERALL ECONOMIC IMPACT

As the largest campus university in the UK, The University of Manchester is of significant importance to the city and the regional economy. This is both in terms of its contribution to wider social and economic development and also in terms of its role as a major enterprise generating economic activity, creating jobs and output in the city, across the region and in the rest of the UK. The University's financial impact as an enterprise was modelled to examine the extent of that impact.³

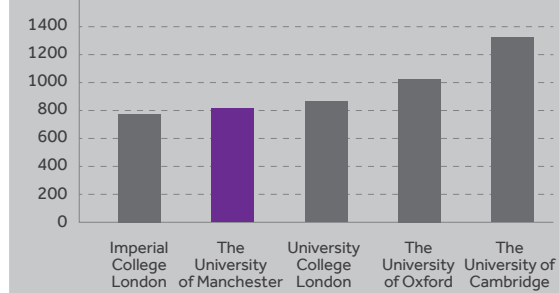
The University of Manchester's total income in 2012 amounted to over £807 million. As a non-profit making organisation, the University's income all goes to support its educational and research mission. The University's expenditure then generates jobs and output in Manchester and the North West, contributing to UK GDP.

The University earns just over half of its income from private and international sources, with the remainder coming from the Higher Education Funding Council for England and other parts of the public sector (including Research Councils).

UNIVERSITY OF MANCHESTER REVENUE 2011/12 £807 MILLION

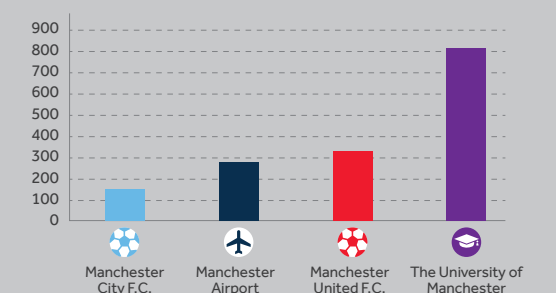


With income of over £807 million, the University is the fourth highest earning university in the UK.⁴



TOP FIVE HIGHEST EARNING UK UNIVERSITIES 2012 (£M)

To place the University's income into a regional context, it is higher than Manchester City Football Club, Manchester United Football Club and Manchester Airport combined.⁵



COMPARATIVE SIZE OF IMPORTANT MANCHESTER ORGANISATIONS, BY TURNOVER, IN 2012 (£M)

³ The model used was a top-down input-output model of the UK with regional extensions. This model was purpose-built for analysis of higher education institutions and was updated for Universities UK by Viewforth Consulting in 2013.

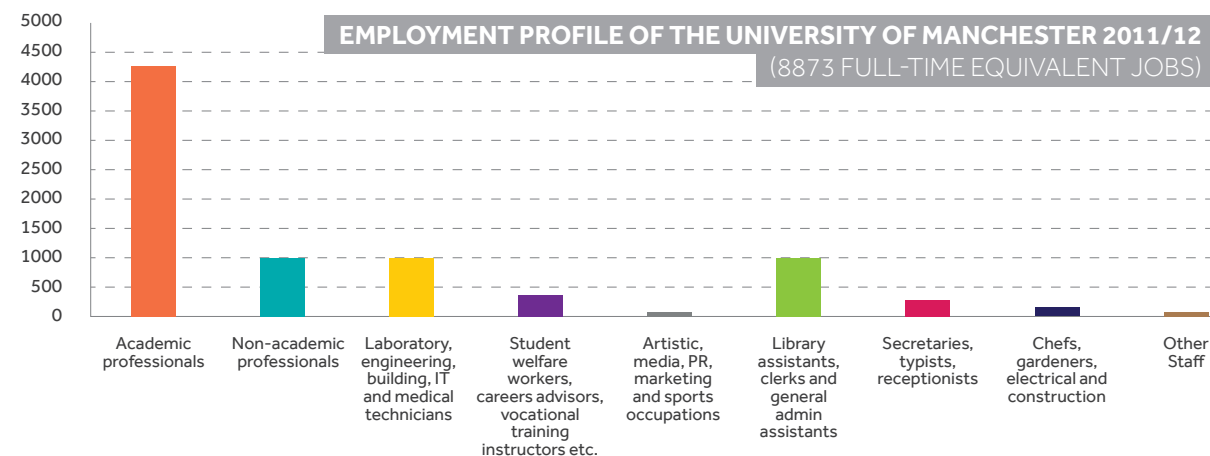
⁴ Source: HESA Finance Plus 2011/12

⁵ Sources: The Deloitte Football Money League 2013 and the Moody's Report 2012.

Employment

The University of Manchester is one of the region's largest employers. In 2012 it employed over 10,000 people, providing 8,873 full-time equivalent jobs across a wide range of occupations. Many of the University's jobs are filled directly by local residents, with the University sourcing increasing numbers

of its non-academic posts through The Works – a pioneering University-led employment initiative dedicated to improving work opportunities for local people in the Moss Side, Hulme and Ardwick areas of the city. A case study of The Works is presented later in this report.

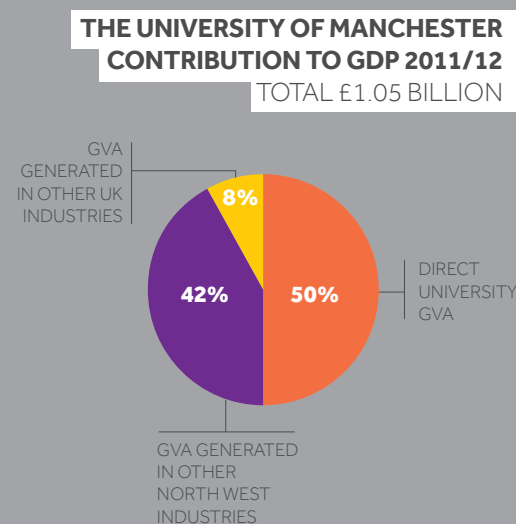


Output

The University's own output (equivalent to 'turnover') in 2011/12 was £807 million. The University then spent this money, generating output and jobs in other industries through 'knock-on' effects. In 2011/12 the University generated an additional £1.07 billion in other industries throughout the UK, with the majority (£898 million) in North West industries. Therefore, the total output generated by the University (direct plus secondary) amounted to £1.9 billion.

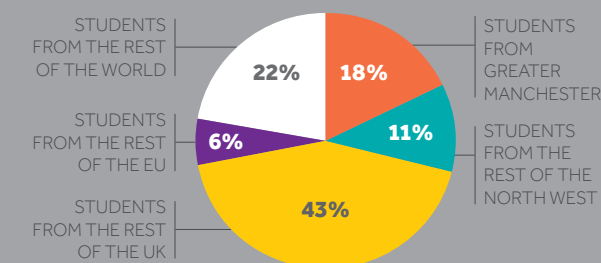
The University's contribution to GDP

The University's direct Gross Value Added (GVA) in 2011/12 amounted to £521 million. Through 'knock-on' effects, £526 million of GVA was also generated in other industries (of which £439 million was in North West industries). GVA is the industry level measure of GDP, therefore bringing these results together, the University's total contribution to UK GDP came to just over £1 billion.



PROFILE OF THE UNIVERSITY OF MANCHESTER STUDENT POPULATION 2011/12

TOTAL 40,680 STUDENTS



Additional impact generated by students at The University of Manchester

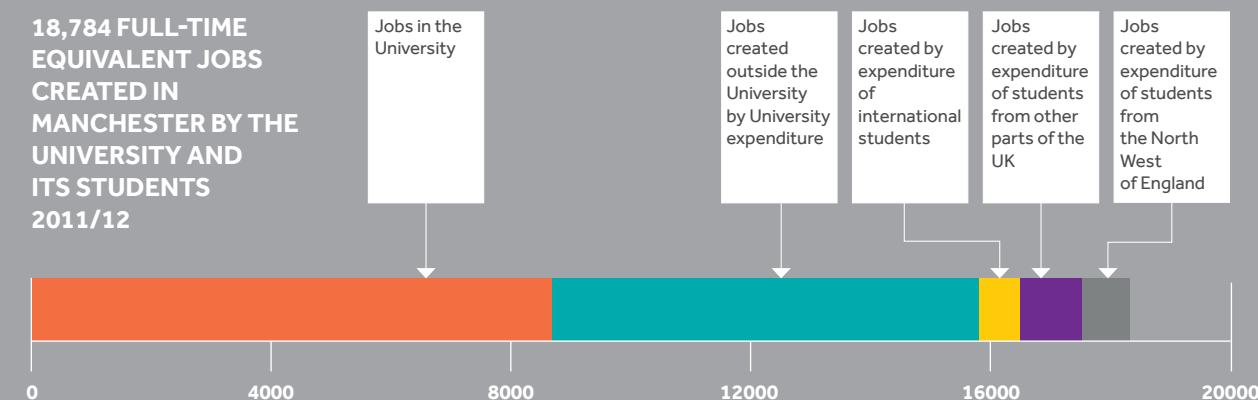
The University had a total (headcount) student population of 40,680 in 2011/12⁶, with students coming from all over the world.

- As well as paying fees and making other payments to the University (for example for residence and catering, all of which is captured in the University's impact), students spend money off-campus. The off-campus expenditure of international students created an additional 1,207 jobs across the UK, including 996 in the North West Region (761 of these in Manchester.)
- The University also attracted students to the North West region from other parts of the UK. The off-campus

expenditure of students from outside the region generated 1,569 jobs in the North West, with 1,198 of these in Manchester.

- Local student expenditure (i.e. North West domiciled students) was retained in the region and generated 1,042 jobs in the region (796 of these in Manchester).
- The total employment generated in the North West region by the University and all of its students amounted to over 21,640 jobs, 18,474 of which were in Manchester. This is equivalent to 6% of employment in Manchester, which is very significant for a single enterprise.⁷

18,784 FULL-TIME EQUIVALENT JOBS CREATED IN MANCHESTER BY THE UNIVERSITY AND ITS STUDENTS 2011/12



Export earnings

- University export earnings in the study year were in the region of £191.8 million. Non-EU students alone paid £137 million in fees to the University in 2011/2012 and the University also earned revenue for a wide range of other services, including research and consultancy as well as from provision of residence and catering to international students, conference and business visitors.
- Combined with the estimated £102 million off-campus expenditure of international students, the University's

overall export earnings were in the region of £294 million. This is a significant contribution to the UK balance of trade.

- The University of Manchester is one of the most successful UK universities in generating export earnings, with 24% of its revenue coming from international sources compared to an average 20% for UK higher education institutions as a whole.

⁶ Student data was provided by The University of Manchester Planning Office.

⁷ Total employment in Manchester in 2010 was 312,000 (*Manchester City Council Economic Fact sheet*, drawing on BRES 2010.)



IMPROVING OPPORTUNITIES FOR THE LOCAL COMMUNITY: **THE WORKS**

THE ECONOMIC IMPACT OF EXEMPLAR SOCIAL RESPONSIBILITY PROGRAMMES

The Works is understood to be unique in British higher education as a University employer-led skills and employability initiative. The University has taken a lead role in creating a partnership of local employers to improve the work opportunities and support available to Manchester residents by developing skills and ring-fencing jobs available for local unemployed people.

Whilst led by the University's Directorate of Human Resources, The Works is very much a partnership with Work Solutions (a government-funded welfare to work provider) and supporting employers such as Royal Mail, Barclays and MMU. With the support of local housing trusts, The Works has opened facilities across three sites: The Works Moss Side, The Works Ardwick and most recently The Works Gorton. It offers a 'one-stop-shop' for jobseekers resident in these neighbouring communities, who access skills and employability support that is generally unavailable elsewhere.

The University of Manchester now sources all of its manual, ancillary and a large proportion of its clerical and administrative posts through The Works. The University's own suppliers are also involved, with contractors both recruiting via The Works and contributing to its training programmes.

The Works was established in 2011 and in its first two years of operation 3,603 people registered for training, advice and support to find employment. By April 2013, 1,016 people had found employment through The Works – either with one of two city universities or another major local employer.



Economic and social value generated by **The Works**

Unemployment has social and human costs – to the individual and to society. By increasing the opportunities for local people to find work, The Works is making a real impact on people's lives. It also has measurable economic benefits for society, in terms of reducing welfare payments and increasing the members of society who are positively contributing directly and indirectly through taxes. 2013 figures⁸ estimate the cost to society of each year of unemployment as £15,900. This suggests economic value generation by The Works equivalent to £16.1 million for every year the individuals helped into work remain in the workforce.

NUMBERS TAKEN OUT OF UNEMPLOYMENT

1,016

ANNUAL COST TO SOCIETY⁹ OF UNEMPLOYMENT AVOIDED PER PERSON

£15,900

TOTAL VALUE GENERATED PER YEAR

£16,154,400

⁸ Why invest in employment? A study on the cost of unemployment European Federation for Services to Individuals (EFSI) Brussels, January 2013. Figures for the UK were given as €18,708 (equivalent to £15,900 at July 2013 exchange rates) per person for each year of unemployment.

⁹ This cost to society is based on the financial costs in terms of welfare payments made and lost tax revenues. It does not factor in the wider costs in social and cultural terms so it is an understatement of the economic costs of unemployment.



VOLUNTEERING AS PART OF THE MANCHESTER LEADERSHIP PROGRAMME

A core aspect of the University's strategy for Social Responsibility is to produce graduates who are able to exercise social responsibility and leadership. A key initiative to support responsible leadership skills and wider community engagement is the Manchester Leadership Programme (MLP).

The MLP is a pioneering programme designed as an integral part of the learning opportunities open to undergraduate students. It combines a series of credit-bearing 'Leadership in Action' units with the opportunity to undertake a wide range of volunteering activities in the surrounding community. The credit-bearing elements involve leadership challenges, encouraging students to reflect on wider social, economic and environmental issues facing citizens in the 21st Century. Students have the



opportunity to discuss the reality of leadership in the workplace and in public life with senior figures and former alumni currently working in the public, private and charity sectors.

Students from all disciplines across the University participate in the programme, including dental and law students, scientists and engineers, business, arts and education students. In 2011/12, a total of 1,143 MLP students delivered 53,536.5 hours of volunteering activity.¹⁰

Economic and social value generated by the MLP

Volunteering activity can deliver an enormous amount of personal satisfaction, but also offers some very important services to the community. It is an unpaid activity but it still generates economic value for society. It involves individuals donating their time to deliver a wide range of services – from planting trees to office administration for local charities, helping with youth and sports groups to raising funds for charities. The economic value generated can be estimated by pricing each hour of volunteer time at the level they would be paid if in fact they had been hired to deliver the activity. The economic value created by just one volunteering programme – the MLP – equated to £266,611.

VALUE OF STUDENT VOLUNTEER HOURS

NUMBER OF VOLUNTEERING HOURS DELIVERED	2012 MINIMUM WAGE RATE PER HOUR (FOR 18-20 YEAR OLDS)	TOTAL ECONOMIC VALUE GENERATED BY STUDENT VOLUNTEERING
53,536.5	£4.98	£266,611

¹⁰ Source: The University of Manchester Student Volunteering and Community Engagement Team.



PUBLIC SERVICE AND THE SCHOOL GOVERNOR INITIATIVE

The School Governor Initiative is a key social responsibility programme of the University. Through this initiative, University staff are encouraged and supported to become school governors in local state schools and colleges, with the dual aim of supporting the local community as well as to enhancing the interaction between the University and its local schools.

By becoming a school governor, staff are able to bring their wide range of pedagogical and administrative expertise to bear to help a school maintain and improve the education of its pupils and its overall performance. The University supports its staff to become governors in three ways:

- By helping staff to find volunteering placements as governors in local schools through a unique partnership with SGOSS – an independent charity dedicated to recruiting volunteer governors to schools across England.
- By providing a network for its staff working as governors to share best practice, support each other and act as positive ambassadors for the University's work with schools and colleges.
- By providing staff with the flexibility and time to undertake governor duties.

As of July 2013, the School Governor Initiative had supported a network of 116 staff who volunteer as school governors within the local community.



Economic and social value generated by the School Governor Initiative

There are benefits to the schools from University expertise being available. Building links with schools also strengthens the University's presence in the wider community and with state schools, which can support its widening participation strategy. While the University receives no financial recompense for the staff time involved (and hence there is no financial value), the economic value of the time involved can be inferred by applying a standard consultancy rate for similar levels of experience and qualification.¹¹ The overall economic value of the School Governor Initiative in 2012/13 was over £0.75 million.

VALUE OF THE SCHOOL GOVERNOR INITIATIVE

NUMBER OF STAFF SERVING AS SCHOOL GOVERNORS IN 2012/13	TOTAL NUMBER OF DAYS INVOLVED	DAILY 'CHARGE OUT' CONSULTANCY RATE	OVERALL ECONOMIC VALUE GENERATED IN 2012/13
116	1,392	£550	£765,600

¹¹ We have assumed a 20:60:20 split between staff of different seniority and a consultancy fee range between £350 - £750, giving an average per diem fee of c.£549.56, rounded to £550.



CONNECTING WITH COLLECTIONS

Manchester Museum is one of the University's 'cultural assets'. It is home to one of the largest and most important collections of Egyptian artefacts in the UK. As part of the Museum's commitment to widen participation into higher education it has an extensive educational programme for schools. One of the most popular school sessions focuses on The Egyptian World: Museum Secrets, Mummies and Pyramids! This workshop is designed for primary school pupils to complement what children have been learning in school about Ancient Egypt during the Key Stage Two curriculum. This workshop is designed as a 'Raided Tomb Quest' where the pupils focus on finding objects that belonged to an Ancient Egyptian priestess and reuniting them with their owner. All the objects to be found are real Egyptian artefacts, both household and ceremonial. This is an explorative

style of learning, a physical way of connecting with collections which is very popular with pupils and highly valued by teachers. Over 30% of the 236 school visits in 2012/13 were repeat visits.

Economic and social value generated by the Egyptian sessions for schools

10,793 school age children participated in the Egyptian sessions in 2012/2013. There was a nominal charge made to cover costs. However, this did not reflect the underlying economic value which can be estimated by comparing the costs of alternative educational and recreational attractions.¹² The total value generated by the school Egyptian sessions in 2012/13 was £161,483.

	NUMBERS	AVERAGE ENTRANCE FEE TO ALTERNATIVE ATTRACTION	TOTAL VALUE GENERATED
NUMBERS OF CHILDREN	10,793	£12.25	£132,214
NUMBER OF ACCOMPANYING ADULTS	1,686	£17.36	£29,269
TOTAL			£161,483

Wider economic value generated by other Manchester Museum and Whitworth Art Gallery visitors

The Manchester Museum attracted 367,802 visitors in 2011/12, with 132,063 from priority groups. Another of its cultural assets, The Whitworth Art Gallery, attracted 178,810 visitors that year, with 47,224 from priority groups. Entrance to the Museum and Gallery is free. However, using the priority alternative prices identified for other attractions and the HM Treasury Green Book distributional weights¹³ to accord priority groups a higher social weighting, broader economic and social value (socially modified economic value) can be estimated.

NUMBER OF MUSEUM AND GALLERY VISITORS:	NUMBER FROM PRIORITY GROUPS:
546,612	179,287

Using Revealed Preference Unit Price (average adult entrance fee to alternative attraction) and adjusted for social weighting of priority groups:

ECONOMIC VALUE OF MUSEUM AND GALLERY VISITS	SOCIALLY MODIFIED ECONOMIC VALUE OF MUSEUM VISITS
£9,476,686	£11,966,624

OVER 30,050 SCHOOL PUPILS VISITED MANCHESTER MUSEUM AND WHITWORTH ART GALLERY IN 2011/12 WITH THE ECONOMIC VALUE OF THEIR VISITS AMOUNTING TO £433,316

¹² Average fees derived from analysis of current prices for entry to a range of alternative UK educational and recreational facilities.
¹³ Taking the *HM Treasury Green Book* (2003) suggested distributional weights it was assumed the priority group visitors were equally split between the lower two quintile income groups. The respective weights of 2.2 (bottom) and 1.4 (second) were applied to the relevant proportion of the economic value generated.





WIDENING PARTICIPATION: THE MANCHESTER ACCESS PROGRAMME (MAP)

The University of Manchester's vision is to be an open and meritocratic institution, capable of identifying and nurturing potential from all sections of society. The University proactively seeks out and supports talented people capable of benefiting from higher education through its widening participation strategy. It leads its Russell Group peers for the number of students its recruits from underrepresented backgrounds.¹⁴ One of its flagship programmes intended to help widen participation is the Manchester Access Programme (MAP).

MAP targets post-16 learners to encourage and support them to access higher education. Since the programme's establishment in 2005/06, 1,092 learners have been involved resulting in 716 of the students successfully gaining entry to study at The University of Manchester.¹⁵ Participation in MAP involves pupils completing a 1,500 word academic assignment and attending a two-day University Life Conference. Successful completion provides pupils with 40 UCAS points (two A level

grades) towards entry onto a degree course at The University of Manchester. Additionally, MAP pupils are provided with support for their university application through the 'Decision Manchester' process, which includes advice and guidance as well as fast tracking of their application.

Economic and social value of MAP

Since 2007, 716 MAP students have gained a place at The University of Manchester and others who took the programme have gone on to study at various higher education institutions. In 2012, 198 MAP students were accepted onto a course. Assuming all MAP students studying at Manchester take a three-year course and continue to graduation, the full economic value generated by each MAP student graduating will be equivalent to the economic value of three years degree tuition at the appropriate market price. However this economic value will be the same as that generated by non-MAP students. To reflect the underlying social value of the widening participation initiative an appropriate social weighting can be applied to the economic value generated. Taking the 2012 cohort of 198 MAP students and applying HM Treasury distributional weights to the economic value generated by three years tuition to graduation allows the additional social value generated to be estimated. In this case the additional social value (over and above the economic value) per MAP student graduating will be in the region of £31,782. This gives a projected additional social value generated by education of the 2012 MAP cohort through to graduation of nearly £6.3 million.



VALUE OF THE MANCHESTER ACCESS PROGRAMME

NUMBER OF MAP STUDENTS	AVERAGE ECONOMIC VALUE GENERATED BY MAP STUDENTS CONTINUING TO GRADUATION ¹⁶	AVERAGE ADDITIONAL SOCIAL VALUE GENERATED	WEIGHTED ECONOMIC VALUE ¹⁷	TOTAL ADDITIONAL SOCIAL VALUE GENERATED BY 2012 MAP COHORT
198	£44,250	£31,782	£76,032	£6,292,836

¹⁴ The University currently achieves the highest absolute number of students of its Russell Group peers in each of the widening access participation indicators set by the Higher Education Statistics Agency (HESA) and Office for Fair Access (OFFA). Source *University of Manchester Access Agreement 2014*.

¹⁵ Source: *The University of Manchester Annual Report on Widening Participation 2012*.

¹⁶ This assumes three year course with 50:50 split between lab and non-lab based subjects. Appropriate market (economic) price is equivalent to the full fee price charged to international students.

¹⁷ Applying distributional weights between 1.4 – 2.2 to mix of students studying different subjects, assuming students split between bottom two quintile income bands, using distributional weights from HM Treasury Green Book 2003.



ENVIRONMENTAL SUSTAINABILITY AND THE CYCLING INITIATIVE



The University's Sustainable Travel Plan is part of its broader commitment to embed environmental sustainability across its teaching, research, engagement and operations activities. One element of this plan is to promote staff and student usage of more environmentally friendly travel methods such as cycling. The University has helped develop safe cycle routes, provided 1,000 bike stands and 18 shelters as well as 50 shower facilities. It also subsidises the cost of bike locks and provides a bike marking scheme to help reduce bike theft on campus. The University of Manchester Bike User Group (UMBUG) organises monthly 'cycle to work' breakfasts for new cyclists, who can be accompanied on safe cycling routes by experienced 'bike buddies'. Other events including an annual cycling event with up to 500 attendees. Around 13% of staff now cycle to work on a regular basis.

While the cycling initiative has primarily focused on encouraging staff to cycle to work, alumni have provided funding for the Student Union BIKO scheme which provides bikes for students to hire.

Economic and social value of cycling

There are many benefits from cycling as a form of transport. These include:

- Reduced environmental costs – reduced pollution and CO₂ emissions;
- Improved health and quality of life; and
- Increased urban efficiency and improved road safety.

In terms of impact on health, studies¹⁸ have suggested that regular cyclists tend to enjoy better health than non-cyclists, leading on average to one day less sickness absence from work in a year. With over 1,000 Manchester staff becoming regular cyclists this would mean that, as well as the benefits to the individuals of enjoying better health and potential societal savings to the health care system, the University itself would directly benefit from 1,000 fewer lost working days in a year. With each working day on average costing the University £188¹⁹ this would suggest a productivity gain to the University worth in the region of £188,000.

VALUE OF CYCLING AND BETTER HEALTH

NUMBER OF UNIVERSITY STAFF REGULAR CYCLISTS	ESTIMATED NUMBER OF FEWER DAYS SICKNESS ABSENCE IN ONE YEAR
1,000+	1,000
AVERAGE COST TO UNIVERSITY PER DAY	TOTAL VALUE OF PRODUCTIVITY GAIN TO THE UNIVERSITY OVER ONE YEAR
£188	£188,000

Value of reduced pollution due to cycling

A 2007 study found that every 1000 average city cyclists (taking around 160 trips per year and covering 624km in a year) led to 112 metric tonnes of reduced CO₂ emissions.²⁰ The benefits of reduced pollution resulting from a switch from use of a car to cycling were valued in terms of better health overall (including for third parties) and amounted to £85 per average city cyclist per year. With 1,000 Manchester staff cycling regularly to work, this implies a value arising from reduction in pollution of around £85,000 per year.

¹⁸ http://www.tno.nl/downloads/reduced_sickness_absence_kvl_L09_02_978Em_laag.pdf, quoted in *The British Cycling Economy* (Grous 2013).

¹⁹ This figure is based on the University total staff costs of £420,677,000 and FTE staff of 8873, assuming 252 working days in a year.

²⁰ *Valuing the benefits of cycling: A report to Cycling England SQW 2007* The 2007 figure per person of £69.14 has been uprated in accordance with the RPI <http://www.hi.co.uk/news/calculators/inflation-calculator>.



THE WIDER VALUE OF RESEARCH: IN PLACE OF WAR

The University of Manchester is committed to supporting excellent research, which has broader economic, social and cultural benefits. In Place of War is one example of innovative and socially-engaging research in the Humanities, which is making a significant impact outside of the academic world.

In Place of War is a sustained research initiative investigating and supporting creativity in sites of armed conflict across the world. Beginning in 2004 it has developed a global network of artists, theatre practitioners, performers, NGO workers and relief organisations operating in sites of conflict and disaster zones.

The project has developed an extensive database of over 350 theatre and arts organisations in war zones and across refugee arts projects in the UK. It has created an online archive and new online platform for user-generated content. Artists can upload material to the site from anywhere in the world and make contact with others working in conflict situations. In summer 2013 the In Place of War project also brought a new collaboration of international musicians, artists and academics to four festivals across the UK with collaborative music project Un-Convention.

Wider social value of In Place of War

Humanitarian responses to both natural and man-made crises have tended in the past to focus almost exclusively on the physical well-being and safety of people in the affected areas. In Place of War has generated new insights and understanding into the importance of the arts as a vital means of human expression in times of crisis, enabling people to find ways to cope or survive in conflict situations.



The project has attracted considerable attention and continues to draw audiences to both its physical events and to its online outlets, reflecting the growing relevance of the work and the value placed on it by users. The project has also attained extensive high profile media coverage in the UK print and broadcast media.

Considering the new online platform alone – this was launched in November 2012 and in its first eight months of operation generated 8,582 visits from 4,474 unique users from 117 different countries. Assuming similar growth to the end of the first year site traffic may be expected to rise to over 12,000 visitors in a single year.

VALUE OF IN PLACE OF WAR

NUMBER OF WEBSITE VISITS	AVERAGE PER MONTH	NUMBER OF COUNTRIES FROM WHERE USERS VISITED THE WEBSITE
8,282	1,073	177

CONCLUSIONS AND REFLECTIONS

Our independent study has shown that The University of Manchester is generating significant value across all dimensions of impact – financial, social, cultural and environmental. As a major economic entity in Manchester the University plays a vital role in anchoring investment and generating economic activity, jobs and contributing to the growing success of the city. At a national level it is one of the biggest UK university export earners, generating nearly a quarter of its income from international sources and contributing significantly to GDP. However, financial impact is only one part of the picture and we have shown examples of how the University is generating wider dimensions of economic and social value through the development of its social responsibility strategy, which includes firm commitment to supporting the city and communities in which the University is located.

The case studies presented in this report are examples of where the University has positively invested in key initiatives with a social responsibility goal. Social responsibility is the third strategic goal of the University's strategy and it has been possible to see how it is acting as a catalyst to encourage collaboration; not only across disciplines, but across organisational boundaries, building new partnerships internally and externally and maximising the positive impact of the University.

The benefits are clear. Analysis of the aspects of the Manchester Museum have shown that – even before any social weighting is applied – the economic value of the Museum's work is far greater than the financial flows involved. Interactive educational sessions for schools are four times more economically valuable than the nominal financial charges alone would suggest. When social weighting is applied to reflect the success in attracting priority groups, the value of visitor activity of both Manchester Museum and Whitworth Art Gallery comes in at nearly £12 million – which compares favourably with their actual 2012 financial costs of £3.4 million.²¹

The social value of the University's successful Manchester Access Programme is striking – and significantly outweighs the costs of investment in programme provision. Manchester student volunteers are making a difference across the city with a very real economic value generated by their work and the School Governor Initiative is a high value public service activity.

The University is acting decisively to both minimise any negative environmental impacts with a clear sustainability strategy and is committed to ensuring that local people share in the University's success proactively, by sourcing staff through its own employer-led initiative The Works. The University's research is changing lives across many dimensions – and this report has offered just one example of how this is happening in conflict situations across the globe.

Overall, the University is achieving a holistic and dynamic approach to social responsibility, which involves every part of the University and is supporting the generation of substantial economic and social value. This initial assessment of selected dimensions of social and economic impact provides an independent evidence base of their success and impact. This will aid the further refinement, prioritisation and measurement of its wider social responsibility programmes moving forward.

²¹ Source: The Manchester Museum Annual Performance Review 2011/12.

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