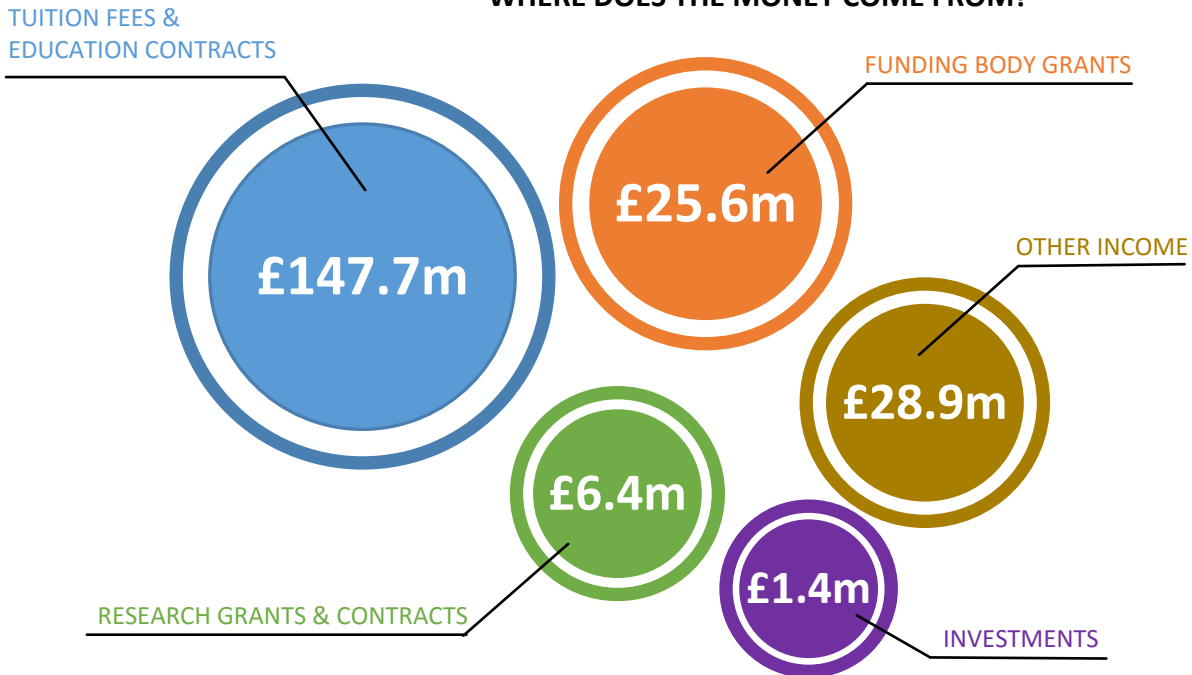


## FINANCIAL RESULTS 2015/16

### UNIVERSITY OF CENTRAL LANCASHIRE'S INCOME FROM 2015/16

**TOTAL INCOME: £210M**

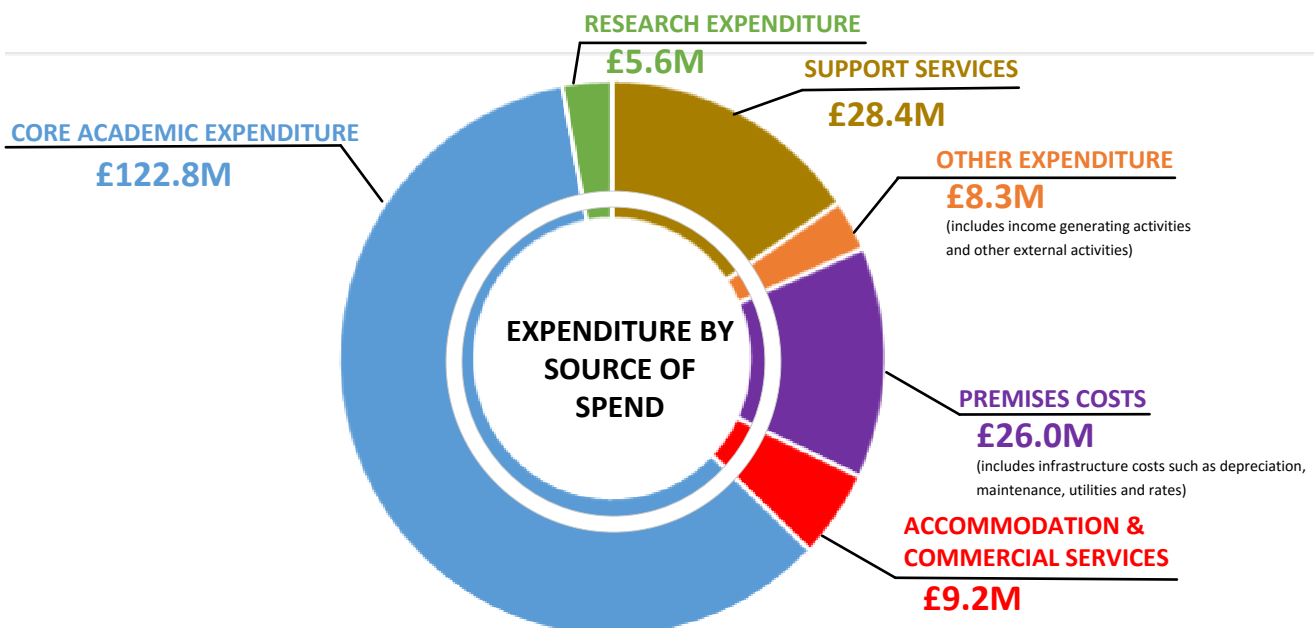
WHERE DOES THE MONEY COME FROM?



### UNIVERSITY OF CENTRAL LANCASHIRE'S EXPENDITURE FOR 2015/16

**TOTAL EXPENDITURE: £200.3M**

WHAT IS THIS MONEY SPENT ON?



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# £210.0m - £200.3m = £9.7m

NET INCOME

TOTAL EXPENDITURE

OPERATING SURPLUS

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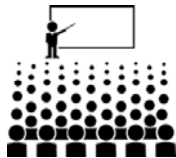
## WHY DOES THE UNIVERSITY MAKE AN OPERATING SURPLUS?



TO ENSURE THAT THE UNIVERSITY'S ACTIVITIES REMAIN FINANCIALLY SUSTAINABLE IN THE LONG TERM.



TO ENSURE THAT THE UNIVERSITY HAS SUFFICIENT RESOURCES AVAILABLE TO REPLACE, IMPROVE AND INVEST IN ITS PHYSICAL ASSETS IN ORDER TO ACHIEVE ITS ACADEMIC STRATEGY.



TO ALLOW INVESTMENT SUCH AS FOR ADDITIONAL STAFF, FACILITIES AND SERVICES.



TO MITIGATE AGAINST UNFORESEEN EVENTS THAT MIGHT JEOPARDISE THE FINANCIAL HEALTH OF THE UNIVERSITY IN THE SHORT TERM.

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## KEY PERFORMANCE INDICATORS

**4.6%**

OPERATING SURPLUS AS % OF TOTAL INCOME

TARGET:  
5% ± 10%

**0.6%**

ANNUAL DEBT SERVICING COSTS AS % OF TURNOVER

MAXIMUM:  
4%

**58%**

STAFF COSTS AS % OF TOTAL EXPENDITURE

MAXIMUM:  
≤60%