Financial Sustainability, Management and Governance

Forecast tables

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Key contextual data** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** |
|  | **Actual** | **Actual** | **Actual** | **Forecast** | **Forecast** | **Forecast** | **Forecast** |
|  | **FTE** | **FTE** | **FTE** | **FTE** | **FTE** | **FTE** | **FTE** |
| **Student numbers (FTE)** |  |  |  |  |  |  |   |
| Home and EU students  |  |  |  |  |  |  |   |
| Non-EU students |   |   |   |   |   |   |   |
| **Total**  |  |  |  |  |  |  |   |
|   |  |  |  |  |  |  |   |
| **Staff numbers (FTE; including hourly paid/contractors)** |  |  |  |  |  |  |   |
| Academic staff |  |  |  |  |  |  |   |
| Administrative and management staff |   |   |   |   |   |   |   |
| **Total** |   |   |   |   |   |   |   |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Income and expenditure** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** |
|  | **Actual** | **Actual** | **Actual** | **Forecast** | **Forecast** | **Forecast** | **Forecast** |
|  | **£000** | **£000** | **£000** | **£000** | **£000** | **£000** | **£000** |
| **Income** |  |  |  |  |  |  |   |
| Public funders -SFA |  |  |  |  |  |  |   |
| Public funders - other |  |  |  |  |  |  |   |
| Fee income from Home and EU students |  |  |  |  |  |  |   |
| Fee income from non-EU students |  |  |  |  |  |  |   |
| Other income |  |  |  |  |  |  |   |
| Interest and endowment income |   |   |   |   |   |   |   |
| **Total** |  |  |  |  |  |  |  |
|   |  |  |  |  |  |  |   |
| **Expenditure** |  |  |  |  |  |  |   |
| Staff costs |  |  |  |  |  |  |   |
| Directors/trustees remuneration |  |  |  |  |  |  |   |
| Other operating costs |  |  |  |  |  |  |   |
| Maintenance costs |  |  |  |  |  |  |   |
| Depreciation |  |  |  |  |  |  |   |
| Interest and other finance costs |   |   |   |   |   |   |   |
| **Total** |  |  |  |  |  |  |  |
|   |   |   |   |   |   |   |   |
| **Surplus/ (deficit)** |  |  |  |  |  |  |  |
|   |  |  |  |  |  |  |   |
| Share of surplus/ (deficit) from joint ventures and associates |  |  |  |  |  |  |   |
|   |  |  |  |  |  |  |   |
| Taxation |  |  |  |  |  |  |   |
|   |  |  |  |  |  |  |   |
| Minority interest |  |  |  |  |  |  |   |
|   |  |  |  |  |  |  |   |
| Exceptional items (to be detailed in commentary) |  |  |  |  |  |  |   |
|   |   |   |   |   |   |   |   |
| **Surplus / (deficit) to be transferred to reserves before dividends** |  |  |  |  |  |  |  |
|   |  |  |  |  |  |  |   |
| Dividends |   |   |   |   |   |   |   |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Balance Sheet** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** |
|  | **Actual** | **Actual** | **Actual** | **Forecast** | **Forecast** | **Forecast** | **Forecast** |
|  | **£000** | **£000** | **£000** | **£000** | **£000** | **£000** | **£000** |
| Fixed assets |  |  |  |  |  |  |   |
| Intangible assets |  |  |  |  |  |  |   |
| Tangible assets |  |  |  |  |  |  |   |
| Investments |   |   |   |   |   |   |   |
| **Total** |  |  |  |  |  |  |  |
|   |  |  |  |  |  |  |   |
| Endowments |  |  |  |  |  |  |   |
|   |  |  |  |  |  |  |   |
| Current assets |  |  |  |  |  |  |   |
| Stock |  |  |  |  |  |  |   |
| Current debtors (excluding loans to directors) |  |  |  |  |  |  |   |
| Loans to directors |  |  |  |  |  |  |   |
| Short-term investments |  |  |  |  |  |  |   |
| Cash at bank and in hand |   |   |   |   |   |   |   |
| **Total** |  |  |  |  |  |  |  |
|   |  |  |  |  |  |  |   |
| Liabilities falling due within one year |  |  |  |  |  |  |   |
| Deferred fees |  |  |  |  |  |  |   |
| Other creditors |  |  |  |  |  |  |   |
| Tax and social security costs |  |  |  |  |  |  |   |
| Current portion of long-term liability |  |  |  |  |  |  |   |
| Loan from directors |  |  |  |  |  |  |   |
| Overdraft |   |   |   |   |   |   |   |
| **Total** |  |  |  |  |  |  |  |
|   |   |   |   |   |   |   |   |
| **Net current assets / (liabilities)** |  |  |  |  |  |  |  |
|   |  |  |  |  |  |  |   |
| Liabilities falling due after one year |  |  |  |  |  |  |   |
| Borrowing |  |  |  |  |  |  |   |
| Loan from directors |  |  |  |  |  |  |   |
| Other liabilities |   |   |   |   |   |   |   |
| **Total** |  |  |  |  |  |  |  |
|   |  |  |  |  |  |  |   |
| Provisions for liabilities and charges |  |  |  |  |  |  |   |
|   |  |  |  |  |  |  |   |
| Net total assets / (liabilities) |   |   |   |   |   |   |   |
|   |  |  |  |  |  |  |   |
| Endowments |  |  |  |  |  |  |   |
| Permanent endowments |  |  |  |  |  |  |   |
| Expendable endowments |   |   |   |   |   |   |   |
| **Total** |  |  |  |  |  |  |  |
|   |  |  |  |  |  |  |   |
| Reserves |  |  |  |  |  |  |   |
| Share capital |  |  |  |  |  |  |   |
| Income and expenditure |  |  |  |  |  |  |   |
| Other reserves |   |   |   |   |   |   |   |
| **Total** |  |  |  |  |  |  |  |
|   |   |   |   |   |   |   |   |
| **Total funds** |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Cash flow statement** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** |
|  | **Actual** | **Actual** | **Actual** | **Forecast** | **Forecast** | **Forecast** | **Forecast** |
|  | **£000** | **£000** | **£000** | **£000** | **£000** | **£000** | **£000** |
| Net cash inflow/ (outflow) from operating activities |  |  |  |  |  |  |   |
| Net cash inflow / (outflow) from returns on investments and servicing of finance |  |  |  |  |  |  |   |
| Taxation |  |  |  |  |  |  |   |
| Net cash inflow / (outflow) from capital expenditure and financial investment |  |  |  |  |  |  |   |
| Management of liquid resources |  |  |  |  |  |  |   |
| Net cash inflow / (outflow) from financing |  |  |  |  |  |  |   |
| Other (e.g. dividend paid) |   |   |   |   |   |   |   |
| **Net increase/ (decrease) in cash in year** |  |  |  |  |  |  |  |