	2017/18 £000 Outturn	2018/19 £000 Outturn	Annual Trend	2019/20 £000 Outturn	Annual Trend	2020/21 £000 Forecast	Annual Trend	Three-year Trend	
Income									
Tuition fees and education contracts	197,213	213,428	8.2%	232,980	9.2%	204,544	-12.2%	3.7%	
HEFB teaching and research grants	60,983	58,914	-3.4%	52,778	-10.4%	50,362	-4.6%	-17.4%	
Other specific grants	68,919	67,390	-2.2%	64,911	-3.7%	62,528	-3.7%	-9.3%	
Residences, catering and conferences	80,022	81,975	2.4%	77,144	-5.9%	74,083	-4.0%	-7.4%	
Investment income	2,316	2,563	10.7%	2,309	-9.9%	2,108	-8.7%	-9.0%	
Donations	8,242	7,437	-9.8%	5,831	-21.6%	6,755	15.8%	-18.0%	
Sponsorships and university merchandising	2,580	2,886	11.9%	1,605	-44.4%	1,826	13.8%	-29.2%	
Total income	**420,275**	**434,593**	3.4%	**437,558**	0.7%	**402,206**	-8.1%	-4.3%	
Expenditure									
Staff costs	257,551	264,427	2.7%	288,003	8.9%	290,364	0.8%	12.7%	
Other operating expenses	125,903	124,598	-1.0%	147,856	18.7%	141,946	-4.0%	12.7%	
Depreciation and amortisation	42,342	44,008	3.9%	46,703	6.1%	43,099	-7.7%	1.8%	
Interest / financing costs	10,987	11,712	6.6%	14,009	19.6%	15,655	11.7%	42.5%	
Operating expenditure	**436,783**	**444,745**	1.8%	**496,571**	11.7%	**491,064**	-1.1%	12.4%	
Operating (deficit) / surplus	**-16,508**	**-10,152**	38.5%	**-59,013**	-481.3%	**-88,858**	-50.6%	-438.3%	
Reserves brought forward	369,409	352,901		342,749		283,736			
Reserves carried forward	352,901	342,749		283,736		194,878			1 mark for calculation of forecast reserves position

Adjustments:	£000	Marks
Marketing (per annum)	-80	
Years 0-4 - cumulative DCF	4.7171	
Additional discounted outflow	**-377**	1
Icarus Halls		
Sale	18,000	
Year 5 discount factor	0.8626	
Additional discounted inflow	**15,527**	1

Annual foregone rental income:		D.F.	D.C.F.	
Year 1	- 1,280	0.9709	- 1,243	
Year 2	- 2,560	0.9426	- 2,413	
Year 3	- 3,840	0.9151	- 3,514	
Year 4	- 5,120	0.8885	- 4,549	
Year 5	- 6,400	0.8626	- 5,521	
Additional discounted outflow	- 19,200		**- 17,240**	2
Total additional impact			- 2,090	
Adjusted NPV			17,758	1

Complete NPV (not required in full - provided in case candidates do it)

	Year 0 21/22 £000	Year 1 22/23 £000	Year 2 23/24 £000	Year3 24/25 £000	Year 4 25/26 £000	Year 5 26/27 £000	Total
Marketing investment	-80	-80	-80	-80	-80	0	**-400**
Reduction in face to face income		- 4,935	- 9,870	- 14,805	- 19,740	- 24,675	**- 74,026**
Increase in DL income		5,065	10,130	15,195	20,260	25,325	**75,976**
Reduction in rental income		- 1,280	- 2,560	- 3,840	- 5,120	- 6,400	**- 19,200**
Saving on staff and operating expenses		2,232	2,232	4,464	4,464	6,696	**20,087**
Sale of Icarus Halls						18,000	**18,000**
Cash flow	- 80	1,002	- 148	934	- 216	18,946	**20,437**
Discount factor	1	0.9709	0.9426	0.9151	0.8885	0.8626	

-	80	973	-	140	854	-	192	16,342	**17,758**

Income	2020/21 £000 Forecast	2019/20 £000 Outturn	2018/19 £000 Outturn	2017/18 £000 Outturn
Tuition fees and education contracts	204,544	232,980	213,428	197,213
HEFB teaching and research grants	50,362	52,778	58,914	60,983
Other specific grants	62,528	64,911	67,390	68,919
Residences, catering and conferences	74,083	72,144	81,975	80,022
Investment income	2,108	2,309	2,563	2,316
Donations	6,755	5,831	7,437	8,242
Sponsorships and university merchandising	1,826	1,605	2,886	2,580
Total income	**402,206**	**432,558**	**434,593**	**420,275**
Expenditure				
Staff costs	290,364	288,003	264,427	257,551
Other operating expenses	156,008	147,856	124,598	125,903
Depreciation and amortisation	43,099	46,703	44,008	42,342
Interest / financing costs	15,655	14,009	11,712	10,987
Operating expenditure	**505,126**	**496,571**	**444,745**	**436,783**
Operating (deficit) / surplus	**-102,920**	**-64,013**	**-10,152**	**-16,508**
Total reserves brought forward	278,736	342,749	352,901	369,409
Total reserves carried forward	**175,816**	**278,736**	**342,749**	**352,901**

Tuition fees 2020/21	
Face-to-face	183,464
Distance learning	21,080
	204,544