



UCL

Financial Strategy

Executive Summary

UCL is rightly proud of its position as one of the world's leading universities. To maintain our academic excellence, outstanding teaching and top-class research we must secure our long-term financial sustainability.

Most organisations are currently facing significant financial headwinds. UCL's Financial Strategy aims to maintain our financial sustainability and build resilience against financial shocks. This strategy covers the period 2023/24 to 2026/27, supporting multi-year budget setting and enabling UCL to plan effectively over the medium term.

UCL's financial performance will be measured using Key Financial Indicators (KFIs). These include achieving a sufficient operating margin, ensuring UCL generates enough cash from operating activities (operating cash), confirming an appropriate number of days expenditure could be covered from available funds (liquidity days) and ensuring the affordability of the debt held by UCL (total leverage).

We will continue to monitor the economic, financial, political, and social environment to ensure our financial sustainability plans are responsive to external and internal changes and that they continue to support the UCL's strategic ambitions.

UCL's full financial strategy is confidential, to protect the commercial interests of UCL and its partners and facilitate the effective conduct of UCL's affairs.