



Report and Financial Statements

for the Year Ended
31 July 2021



UNIVERSITY of
GREENWICH

Contents

Vice-Chancellor's foreword	2
University of Greenwich at a glance	4
Report of the Governing Body	
Strategic Report	6
The Strategic Plan	6
Student success	8
Inclusivity and culture	16
Impactful research and knowledge exchange	20
Connected and sustainable campuses	26
The university's stakeholders	34
Covid-19	38
Financial Review of the Year	40
University Finances Explained	40
Legal Status and Public Benefit	46
Principal risks and uncertainties	50
Corporate Governance Statement	52
Officers and Professional Advisors	56
Membership of the Governing Body	57
Membership of Governing Body's Committees	58
Statement of Internal Control	59
Remuneration Annual Statement	61
Statement of Responsibilities of the Governing Body	62
Statement of Responsibilities of the Governing Body for the Financial Statements	64
Independent auditors' report to the Governing Body of University of Greenwich ('the University')	66
Financial Statements	
Consolidated and University Statement of Comprehensive Income and Expenditure	76
Consolidated and University Statement of changes in reserves	77
Consolidated and University Balance Sheet	78
Consolidated Statement of Cash Flows	79
Notes to the Financial Statements	80

Vice-Chancellor's foreword

The university is a very special place and is rightly proud of its heritage in providing transformative experiences for students from all walks of life. We are equally proud of our high standards of applied impactful research and enterprise which support economic growth, social impact and sustainability.

We have taken great strides in recent years, not least due to the commitment and energy of our staff to achieve great things against an increasingly complex and challenging external environment.

As we move into a new era, we are passionate and focused on the future and our collective ambition is to become the best modern university in the UK by 2030. We will achieve this by focusing on student experience and success, continuing to actively promote a culture of inclusivity, investing in our knowledge exchange capability and building upon our existing achievements in applied, impactful research. We will also continue to develop our campuses to ensure they are connected and sustainable.

I'm particularly proud of the support our students and staff have provided in the fight against Covid-19. Their contribution has been amazing. They've done everything from filling frontline roles in the NHS to speaking on social media to combat disinformation about vaccines.

Since the start of the pandemic, I've been clear that the health and safety of our students and staff is a key priority and shapes everything we do. We've been working closely with our health and council partners to get this absolutely right.

As we start the new academic year, pop-up vaccination centres will open on campus. Anyone who hasn't had both jabs will be able to take advantage of this and help keep themselves, and our community, safe.

I'm proud to say that we've received a HEIST Award for our work with Greenwich Students' Union on our Wellbeing and Retention Project. This involved training more than 50 student ambassadors to call their fellow students to check in on their wellbeing. This was a mammoth effort: in total, they contacted almost 20,000 students and progressed around 8,000 to a full wellbeing check. Any issues raised were passed to the relevant staff or service so the student could get the help and support they needed.

This year, we launched our Race Action Plan as part of our commitment to equality, diversity and inclusion, and submitted our submission to Stonewall. We're also leading the way in improving people's life chances and access to careers. This work was recognised at the Levelling up Universities Awards, where we won in the 'Good health and wellbeing' category.

Our university community, both students and staff, comes from all around the world and all backgrounds. We've seen that a person's life experiences, whatever they may be, can propel them onto success. This is why 'Education Without Boundaries' is central to our new Strategic Plan and will be an important theme for the University of Greenwich in the coming years.

Professor Jane Harrington
Vice-Chancellor



Professor Jane Harrington
Vice-Chancellor

University of Greenwich
at a glance

**Over
half**
of our new students
come from some of the most
deprived areas in the country

Office for Students access and participation data, 2021

11th
worldwide
in the category
of reducing
inequalities

(The 2021 Times Higher Education Global Impact Rankings)

**Internationally
recognised
green credentials**

1st class rating
for our environmental
and ethical performance

(2019 People & Planet University League)



5 Queen's
Anniversary
Prizes
for Higher
& Further
Education



THE QUEEN'S
ANNIVERSARY PRIZES
FOR HIGHER AND FURTHER EDUCATION
2019

57%
of our new
students
come from a
**Black, Asian and
minority ethnic
background**

Office for Students access and participation data, 2021

4th in the
UK
for delivering degrees
around the world

The Higher Education Statistics Agency (HESA)

**#1 modern
London uni
and #1 in Kent**
for **graduate
prospects***

*The Times and Sunday Times Good University Guide 2022

**THE TIMES
THE SUNDAY TIMES**
**GOOD
UNIVERSITY
GUIDE
2022**

Strategic Report

The Strategic Plan

This year saw the launch of the new university strategy, This is Our Time. This sets out the university's mission to become the best modern university in the UK by 2030.

The new strategy will build on our 130-year heritage to deliver on the university's vision for 'Education Without Boundaries'.

The new strategy has four key priorities:

- Student success
- Inclusivity and culture
- Impactful research and knowledge
- Connected and sustainable campuses.

These are covered in more depth in this Report and Financial Statements document.

During 2021–30, the university will align its key areas of teaching, student experience, research, and knowledge exchange around three principles: Creating opportunities for individuals and society, Building partnerships, and Delivering impact.

These principles will also allow it to distinguish itself from other modern universities.

To achieve the aims set out in the new strategy, the university will embrace core shared values.

The university is **Inclusive**, ensuring all people are supported and celebrated; **Collaborative**, working with others and seeking out new ideas; and **Impactful**, focused on making a real contribution to knowledge and society.

The university's new strategy demonstrates a clear commitment to high-quality education and research and enterprise activities. It also highlights the importance of an inclusive culture that creates a positive, supportive environment for all students and staff.

The following pages of this report are arranged under the new strategy's four key priorities. As well as sharing with you the university's story for 2020/21, they demonstrate that the university is already on its way to achieving its goals for 2030.



Student success

Enhanced student experience

The university believes in transforming lives through education by providing an enhanced student experience. It offers a supported learning environment in which every student has the opportunity to learn and develop in order to reach their full potential.

Working with student groups and academic staff, the university has continued to develop its teaching and learning to ensure it meets the needs of all students. It has committed to removing the BAME Awarding Gap by 2030 and has embedded inclusivity into its Curriculum Framework. In their roles as inclusivity champions, staff are working with curriculum consultants from the Students' Union to develop an inclusive curriculum in order to ensure that the achievements of all students fairly reflect their talents, skills and abilities.

Widening participation is a key objective, which is why the university offers a range of services to help students who may face barriers to study. Among these services are LevelUp@GRE, a combination of online resources and live workshops to help students transition to university by developing their independent learning skills. The university also continues to develop its student analytics ecosystem, which includes attendance monitoring and helps personal tutors to identify any issues early on.

Technology plays an important role in teaching and learning at the university. A robust digital infrastructure was already in place before

Covid-19, including the video platform Panopto. During the 2020/21 academic year, more than 28,000 manual Panopto recordings were created, which meant that students could watch their lectures at their convenience.

In addition, the university has introduced flexible teaching spaces that enable sessions to be taught to students on campus and online at the same time. The university has also scaled up its 'remote desktop' infrastructure to give students and staff access to university systems and specialist software when they are not on campus. Through the online service Studiosity, students can get 24/7 feedback from experts to improve their academic writing.

Many of the university's courses are professionally accredited, and employers are involved in everything from curriculum development to student mentoring schemes. The university continues to develop degree apprenticeship courses with employers, and we are proud of the number of degrees that include placements in industry.

On-campus simulation areas include replica NHS wards for nursing, midwifery and paramedic science students, utilising state-of-the-art virtual reality. A new mooted space where law students can practise their advocacy skills will be available in 2021/22. These facilities give students the authentic feel of what it's like to be in the workplace and enable them to test out their hands-on skills.

Members of staff with professional backgrounds are encouraged to maintain their professional links. The Academic & Learning Enhancement

team fosters learning and teaching excellence across the university, providing staff with opportunities to develop their skills and gain professional recognition. It also supports staff to achieve an accredited teaching qualification. Particularly significant is the award of a National Teaching Fellowship in 2021 to law lecturer Dr Louise Hewitt. Louise is co-founder of the Innocence Project London and provides placements for students who want to be part of a project set up to prove the innocence of convicted individuals.

Developing the curriculum

Student achievement is essential to the university's continued success, so it is evolving its curriculum to reflect the increasingly diverse needs of its prospective students. This includes a growing focus on courses that are relevant to immediate social and global threats, such as the university's new BSc Hons Climate Change and MSc Global Public Health.

The university's range of courses include degree apprenticeships, which combine part-time study at university with salaried work for an employer. These attract school leavers who want to start earning right away, as well as current employees who are looking to progress their careers.

The university has also introduced the first of its Elevate degrees. These flexible-learning courses require students to attend campus only one day a week. Currently offered in business and law, they are ideal for busy people who wish to balance study with a career or family commitments.

A strategic focus on pathways eases the route into postgraduate study for undergraduate students. Fastrack application processes enable students to get an immediate response for an offer of a place on courses without specific professional body requirements. Students may also qualify for financial incentives, specifically the Alumni Postgraduate Award or Fast-Forward Master's Scholarship. These are worth £1,000 or £5,000 respectively.

The university has seen great success in developing courses that target the international student market. This has been most evident at postgraduate level, where a number of courses in business and engineering have built-in work placements that enable international students to enhance their UK-based work experience.

The University of Greenwich International College (UGIC) prepares international students who would not otherwise qualify to enter the university by providing a blend of English language tuition, study skills and discipline-specific learning. The college, which is based on Greenwich Campus, is now entering its fourth year of operation and has so far progressed over 800 students to the university.

As UGIC and the university were unable to teach their own pre-session English language courses face-to-face this year, the university successfully partnered with Oxford International Education Group to enable students to access these courses online. It also increased the number of courses it recognised that allow students to study English in their home countries before arriving in the UK.



“I have a lot of support from my supervisors and colleagues. If I have any kind of doubt I can just call my supervisors and they will give me an answer.”

Elena Arribas Lopez
PhD in science

The university’s award-winning students

University of Greenwich students continue to win awards and recognition for outstanding achievement.

Psychology student **Katie Read** has been chosen by the British Psychological Society to receive funding through its Undergraduate Research Assistantship Scheme. The scheme marks out recipients as future researchers and potential academics. Funding will enable Katie to work with a university team researching super-recognisers, people with a significantly above average ability to recognise faces.

Alessia Petti, a PhD student in the School of Science, has been awarded a prize at the SCI Postgraduate Research Conference. Alessia was winner in her category for her talk on electrosynthesis. The conference was attended by final-year PhD students from across the UK.

Law student **Ilona Wrzeszcz** has been awarded overall winner at the CISI Educational Trust Awards 2021 in the Undergraduate Students category. Ilona had to endure a demanding selection process to get the top prize, including writing a 400-word essay and attending an interview day.

MA Film Production student **Ioulietta Eleni Thymi** has been awarded second place for best visuals at the NAHEMI Canon Awards 2020. She received the award for her short film ‘for Me’, which she shot with fellow students Anca Bratu and Gabriela Predan. In common with all submissions for this award, the film explores life during Covid-19 and is only a minute long.

Dr Abhijit Singh has been recognised at the Study UK Alumni Awards in India. The awards celebrate the outstanding achievements of alumni and showcase the value of a UK university education. Dr Singh, who won the Professional Achievement Award, studied an MBA in maritime management at the university and is now Executive Director of Indian Ports Association.

Three University of Greenwich students reached the semi-finals of the annual Mayor’s Entrepreneur Competition, which promotes entrepreneurship as a career for students and graduates. **Jaysanthosh Venkatesan** is a Master’s student studying international business. He won his place in the semi-finals with his project The Shop, a virtual store offering a real-time shopping experience. Also in the semi-finals were **Lorenzo Fruscella**, a PhD student with an aquaponics business called Growing Futures, and **Ismail Gonul**, a mechanical engineering student working on an intelligent waste management system.

Melvina Stober, a student on the MSc Advanced Clinical Practice (Degree Apprenticeship) course, has been named as a rising star at the Royal College of Nursing London Rising Star Awards. She also won a separate award, Best Overall Allied Healthcare Poster, for her poster presentation at the Quality Improvement South West 2020 international conference.

Manuela Carnaghi beat fellow PhD students from more than 60 other UK universities to reach the final of the 2021 Vitae Three Minute Thesis® competition. Manuela went on to win the contest, which required finalists to deliver a compelling presentation on their research in only three minutes. Manuela’s submission was entitled ‘Houston – a mosquito has landed’.

Best graduate outcomes

The university is committed to securing strong graduate outcomes for its students and has worked tirelessly over the last 12 months to help them progress to rewarding jobs or further study once they have completed their degrees.

Performance is measured by the Graduate Outcomes survey. The university's results are impressive: of 2018/19 undergraduate leavers who are in work 15 months after the end of their course, 74% are in highly skilled employment. This compares with 68% across the sector*.

Preparing students for graduate employment

While the pandemic has impacted graduate prospects, the University of Greenwich has been very proactive in maximising opportunities for students to network with potential employers and gain valuable work experience. Links with industry have grown stronger over the past 12 months. University careers fairs and events, which were held online during the pandemic, attract big names, including Pfizer, Northern Trust, BAE Systems, Soho House, the Dorchester and

Warner Media. The university has also partnered with up-and-coming firms such as global credit trading platform MarketAxess, business technology services firm Sparta Global, exhibition business CloserStill Media, and development management and project management specialists M3 Consulting. This gives students the chance to gain insights and access opportunities across a wide range of commercial sectors.

Mentoring at the university plays a key role in helping students prepare for their future careers. Over the last 12 months, more than 1,300 students from across all four faculties took part in careers mentoring. Many organisations continued to mentor students this year, including Ford Motor Company, J. P. Morgan, Barclays and Oracle. In addition, a record 500 of the university's alumni joined as careers mentors this year. This unified approach to careers mentoring will continue throughout the upcoming year, with an increased focus on supporting and engaging BAME and care leaver students. This support is a key theme of the university's Access and Participation Plan.

The Greenwich Employability Passport (GEP) scheme gives students the opportunity to develop skills that enrich their CVs and help them get

ahead in the graduate employment market. They can take part in a variety of activities, including part-time work, volunteering, positions of responsibility in the student community and career workshops. The past year has seen the scheme focus on reaching under-represented groups and ensuring it is more accessible. The scheme has also been adapted to the online environment, enabling students to take part in virtual internship and networking events from anywhere in the world. In 2020/21, 73% of the university's undergraduates took part in the GEP scheme, an increase of 10% from the previous academic year.

Encouraging student and graduate entrepreneurs

During the pandemic there was an uplift in the number of students accessing enterprise support that the university offers. Over 1,000 students and graduates participated in online one-to-one appointments, events, training and funding opportunities offered by the Generator, the university's student enterprise centre. The university's annual Enterprise Challenge competition continued to run, with an online grand

final which saw 20 student teams pitch for a share of £14,000 of funding. The university supported an additional 20 student and graduate start-ups to grow their businesses and social enterprises through its Generator Bursaries. These bursaries, which are generously sponsored by Santander, are designed to support trading businesses.

Helping students into postgraduate study

Specialist staff across the university provide advice and guidance to students and graduates considering postgraduate study. 16% of 2018/19 students went on to postgraduate courses after graduation. This year has seen a large number of students looking to progress to Master's level study. Those advancing to a postgraduate course at the University of Greenwich can be supported through the Fast-Forward Master's Scholarship. This awards £5,000 scholarships to high-performing final-year undergraduates at the university who have limited financial means. In 2020/21, 81 students benefited from such scholarships.

*The data is compiled by the Higher Statistics Agency (HESA) from responses to the Graduate Outcomes Survey, conducted 15 months after graduates finish their course (UK domiciled 2018/19 leavers from full-time undergraduate courses compared with UK HE providers).

What the students say

“The mentoring scheme is a great opportunity to get to know yourself better as an individual and make you more employable after graduating. I definitely feel more confident in finding a job that I like.”

Victoria Lionel
BSc Hons Forensic Science

“After working alongside my mentor, I feel a lot more confident about my future career prospects after university and open-minded about my options.”

Hannah Chester
BSc Hons Biology

“Working as a Covid-19-safe ambassador is a positive experience. It allows me to make an impact on student lives by keeping students and staff who are on campus safe by making sure that they follow the university guidelines.”

Mirela Drosu
BSc Hons Finance and Investment Banking

“Working at the graduations is such a happy shift because everyone is there to celebrate and have a good time. As a student ambassador, I’m part of their special day and can help make it as enjoyable as possible for all the graduates.”

Sarah Finlay
BA Hons Primary Education with Qualified Teacher Status (QTS)

“The Greenwich Employability Passport scheme has been instrumental in helping me cement my position in the industry as a new and young leader in events.”

Georgina Kay-Black
BA Hons Events Management

“The university has skills labs which are designed to look like actual hospital wards, so you get hands-on experience to prepare you for your placement.”

Sharon Omaguvwe
BSc Hons Children’s Nursing



Inclusivity and culture



Inclusivity and culture

Supporting and developing its staff is crucial to the future success of the university. While much of the focus this past year has been on supporting staff wellbeing in response to the ongoing Covid-19 pandemic, the university takes pride in developing its people to help them achieve both their personal and professional aspirations.

The university expects to build on its (coronavirus-accelerated) shift towards additional flexible working patterns and technological developments, which aligns with the new strategy. It has already made significant progress in a number of areas in the new Strategic Plan that are related to staff development and inclusivity, which are outlined below.

Staff development

To support personal and professional development and to ensure that all our staff have a clear career path towards leadership roles, the university purchased a new talent management system this year. The system has allowed the university to integrate the performance and career development process with integrated learning management. Staff can manage their learning and career information and review their appraisal and development goals on one platform.

The university has participated in the Aurora programme for six years and will continue to do so in the 2021/22 academic year. A leadership development programme for all those who identify as women, Aurora is designed to help address the low number of women in senior posts in higher education. In 2019/20, the university supported 20 members of staff to participate in Aurora, and a further 10 members of staff from March to July 2021.

Leading the way in diversity and inclusivity

The university published its fourth equality, diversity and inclusion (EDI) report, for the year 2020/21, recording progress against the university's strategic EDI objectives. The university continues to support equality, diversity and inclusivity, working with staff networks of protected groups to enhance its inclusive culture. This includes the appointment of two EDI race advisers, whose remit is to develop and implement the Race Equality Action Plan and prepare and submit the Race Equality Charter. The ultimate aim of the race advisers is to improve the representation, progression and success of minority ethnic staff and students.

This year has seen a significant growth in staff networks, which provide a safe space for members to talk freely, engage in discussions and develop insights of their lived experiences. Additional financial support for these networks has helped them increase their activity and membership. The networks include:

- The BAME Staff Network, which has contributed to the provision of anti-racism resources for staff and students and produced a statement on the Commission on Race and Ethnic Disparities (CRED) report (published 31 March 2021).
- The Women's Staff Network. This has held a series of events to raise awareness of male violence following the murder of Sarah Everard
- The LGBT+ Staff Community, which has promoted the understanding of LGBT+ people through a range of awareness-raising events. Membership grew from 20 to 82 this year.

Promoting mental health and wellbeing

The mental health and wellbeing of students and staff is central to the university's new strategy. The university implemented a national pilot with Mind to support a 'whole university' approach to mental health support for students and staff. In March, it took part in University Mental Health Day, during which it held online events for staff and students, including a session on men's mental health with sports personality Matt Dawson.

The university has also invested in mental health training, and more than 950 staff now have knowledge and skills in mental health first aid. There are more than 80 mental health and wellbeing champions whose role is to support their directorate and faculty. As part of the university's new Strategic Plan, Avery Hill Campus is set to become a national hub for health and wellbeing.

To continue to assess people's general sense of wellbeing and how staff have adapted to remote working, the university carried out a series of pulse surveys. The university also agreed two days of extra leave over the Christmas period in recognition of the hard work and dedication of staff. The third survey in April and May 2021, which introduced questions on working life after the Covid pandemic, had a response rate of 57%, with 72% of respondents reporting high or moderate wellbeing. The university will carry out more wellbeing and staff engagement surveys in the future to gain staff views as the return to work on campus continues.



Impactful research and knowledge exchange



“It’s a multinational university. I can meet people from all around the world. And it’s amazing to be surrounded by such beautiful, historical buildings.”

Augusto Pereira
MA Strategic Marketing

Impactful research and knowledge exchange

The last year put pressure on the university's research and knowledge exchange activities. However, the university's academic community has been resilient, turning its attention towards challenges arising from the pandemic and lockdown. Several colleagues engaged in Covid-19 specific funding calls, and many others added their names to the parliamentary database of expert volunteers.

Despite the pandemic, income from research and enterprise revenues remains strong. In 2020/21, this was £20.2m constituting nearly 9% of total university income, with approximately 27% arising from enterprise-type work. This income has been secured from a wider set of funders than previously, including an increasing number of successful awards from UK research councils. Funding from EU sources remains uncertain, associated with Brexit, but the university and its European partners have welcomed the UK government's engagement in Horizon Europe.

In March, the university completed its Research Excellent Framework (REF) 2021 submission, returning in 13 units of assessment, including a joint submission with the University of Kent for work of the Medway School of Pharmacy. The submission represents a significant milestone in the development of research at the university and augurs well for the future.

In total, research degree completions increased by approximately 90%. The number of staff being returned at the university increased by almost 100%. Just over 50% of eligible staff are now deemed to have significant responsibility for research.

Knowledge created through research permeates the university and its regions of influence. For instance, NRI received significant investment through 'Growing Kent & Medway', a project focused on strengthening the competitiveness of Britain's horticulture, food and drink industries. The project will establish Kent and Medway as world-leading for the climate-smart production and processing of high-value, nutrient-rich foods and plant-based products. Such impacts are key measures for justifying investment in research activity.

Over the last decade or so, the importance of knowledge exchange has become widely recognised. Assessment frameworks such as the Research Excellence Framework (REF) and the new Knowledge Exchange Framework (KEF) shape government research and innovation investments.

The university submitted into the first ever KEF return this year. Performance within KEF is measured through seven 'perspectives' that collectively summarise the relationship between the university and its stakeholders, measured in terms of comparisons within 'clusters' of institutions of broadly similar character.

The university leads its cluster in the 'working with the public and third sector' perspective. It is above average for the 'local growth and regeneration' and 'research partnerships' perspectives and on the cluster average for its work with businesses.

The university is proud of how it disseminates knowledge from its research to partners and wider stakeholder groups. Examples of its work include the following:

- Behaviour associated with evacuation leading to the design of safer aircraft, ships and buildings
- The ability of lone-mother migrant mothers to access mainstream benefits

- Influencing behaviour and improving compliance with public international law to protect education in zones of armed conflict

- Improved community-police engagement through conflict resolution with marginalised BAME young people

- Whistleblowing as an effective way to detect fraud

- Transforming gender politics

- The impact of insurance/credit on service providers' business and smallholder farmers' livelihoods in Africa.

Impactful research

The university has received grant funding from the majority of major UK research councils this year. It also received funding from philanthropic and industrial funders. Notable successful bids for projects this year include the following (funding source in brackets):

Business School

- Climate change and central bank asset purchases (INSPIRE Network)

- SHARE (Sustainable approach to cultural Heritage for the urban Areas Requalification in Europe) (EU Interreg)

- Switching off: digital detox and wellbeing (KEEP+)

- The boy in the man's mask: the duty of care on football academies (British Academy/Leverhulme Trust)

- The role of health and safety representatives in Covid-19 (Economic and Social Research Council)

Faculty of Education, Health and Human Sciences

- Commission for research into social work education and training: specialist education; Covid-19 response; and equality, diversity and inclusion (EDI) (Social Work England)

- Domestic abuse (Royal Borough of Greenwich/ Home Office)

- E-MhGAP intervention guide in low and middle income countries: proof-of-concept for impact and acceptability (Emilia project) (Medical Research Council)

- Experience based investigation and co-design of approaches to prevent and reduce Mental Health Act use: (CO-PACT) (National Institute for Health Research)

- Explaining population trends in cardiovascular risk: a comparative analysis of health transitions in South Africa and England (Economic and Social Research Council)

Faculty of Engineering and Science

- Artificial photosynthesis strategies for synthesis: combined photoredox and transition metal-catalysed transfer hydrogenation of C-C multiple bonds (Engineering and Physical Sciences Research Council)

- Diazo and carbenes without the bang: a new green, safe and scalable way to generate diazo and carbenes (Leverhulme Trust)

- Implementing semitransparent solar panels: a low risk route to cost-effective, dual land use in UK protected agriculture (Innovate UK)

- Increased stakeholder participation in enhancing food safety in the camel milk value chain in northern Kenya (Innovate UK)

- Indonesia-UK workshop on reduction of climate change impact on flood risk in urban areas (British Council)

- Optimisation of a range of nutritionally targeted smoothies for young children aged between 18 and 48 months based on recommended nutrient intakes (RNI) (Innovate UK)
- Promoting resilience and food security through risk-contingent credit (RCC) in Africa (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung)
- Pyrethrum in bloom: bringing back the power of pyrethrum to enhance livelihoods of small holders in Kenya (Biotechnology and Biological Sciences Research Council)
- Reducing plastic packaging and food waste through product innovation simulation (Natural Environment Research Council)
- RodentGate: future rodent management for pig and poultry health (Biotechnology and Biological Sciences Research Council)
- Use of recycled plastic in asphalt for application on roads (KEEP+)

Faculty of Liberal Arts and Sciences

- Audiovisual space: recontextualising sound image media (Arts and Humanities Research Council)
- BLUE-CYCLING – integrated aquaculture and agriculture for resource-efficient food (ERA-NET)
- DATUM – small data mining (Innovate UK)
- Evaluating equality advocates in prison (Zahid Mubarek Trust/Ministry of Justice)
- RESCUER (first RESponder-Centred support toolkit for operating in adverse and infrastrUcture-less EnviRonments) (Horizon 2020)
- United Nations supply chains and modern slavery (Danish Institute for Human Rights)



Connected and sustainable
campuses



**UNIVERSITY OF
GREENWICH**
SUPPORTING COP26
Learn, Engage, Enact, Protect

Connected and sustainable campuses

Transforming campus experiences

The University of Greenwich is a proud provider of higher education in London and the South East. As set out in the 2030 strategy, each of the university's campuses will gain a distinct identity that reflects its students and its place in the local community. An ambitious redevelopment programme is also under way. This will bring improved facilities to the campuses, including innovative digital technology designed to meet the needs of future students.

The university will continue to invest in its physical infrastructure as part of its 2030 strategy, enabling it to accommodate a planned increase in student numbers and create greener, more sustainable campuses.

Greenwich Campus

Thanks to a refurbishment of Queen Anne Court, law students now have a formal moot room for mock trials and debating. The university has introduced a fully digital court room set-up to provide students with Microsoft Teams and an interactive court room experience. The refurbishment was completed in time for the start of the 2021/22 academic year.

The university has also invested over £2 million in improving the Queen Anne Court learning spaces, providing students with connected IT booths and breakout areas. A new IT lab was installed and developed in Stockwell Street that provides teaching space as well as flexible desking for laptops and learning that isn't computer based. Students can benefit from interactive and collaborative learning within the space and via Microsoft Teams.

Devonport Hotel conference centre closed due to Covid-19 in March 2020. Following this, the university and the operator has agreed an early exit from the agreement. Plans for future use of the centre, which is part of the whole Devonport House complex, which includes UGIC and Devonport House hall of residence, are being reviewed.

As part of a continuing programme to improve student accommodation, nine flats in Cutty Sark Hall have been refurbished, equating to 59 student bedrooms. The estates team also undertook external refurbishments to the Stephen Lawrence Building and Hamilton House.

Avery Hill Campus

In July 2021, the university completed the sale of Mansion Site, one of the two sites that made up Avery Hill Campus. An extensive building and refurbishment programme on the campus's Southwood Site was also carried out during the year. This included the commissioning/opening of the following:

- David Fussey Greenwich Learning and Simulation Centre
- Mary Seacole Learning and Teaching Building
- Library/Health Science Building
- A refurbished Fry Building with meeting rooms and a dedicated art room and materials store.

The Dome Gym was also recently refurbished and now has a new specialist sports floor. Additional work on Southwood Site includes the new Wren Building, which consists of two large teaching spaces and a dedicated science lab building. The sports science teaching and paramedic simulation lab has been redeveloped. There is also a dedicated music room/multi-use classroom.

Medway Campus

In late 2019, the university was awarded funding from the Office for Students, enabling a simulation space for paramedics to be created in Nelson Building. This space can be linked digitally to a similar simulation centre at Avery Hill Campus, allowing practical teaching across the two sites.

The external lighting system has been upgraded to provide increased illumination after dark. The system has also been converted to light-emitting diode (LED), as part of the university's work towards its 2030 carbon zero target.

A prestigious award from Research England (Expanding Excellence in England) has enabled the Natural Resources Institute (NRI) to improve facilities for its world-leading research on food and nutrition security. New facilities include a climate-controlled greenhouse for plant growth experiments conducted under a range of environmental conditions. The additional greenhouse space, which complements existing quarantine greenhouse facilities, supports NRI's work on agroecology and crop disease management, and will enable research on indigenous plants. The award al-so provides funding for agronomy and food innovation labs.



Streamlined energy and carbon report

The University of Greenwich is committed to applying sustainability principles to its estates and operations and has a first-class rating by the People & Planet University League for its environmental and ethical performance. The information required to meet the streamlined energy and carbon reporting (SECR) requirements is set out below.

In November 2020, the university committed to achieving net zero carbon by 2030 and commissioned experts to develop its Net Zero Carbon Action Plan. The plan will be launched in autumn 2021 and will set out the road map to decarbonise the university's heating and vehicle fuels.

The university undertook a range of actions in 2020/21 as part of its ongoing efforts to deliver energy and carbon savings. These include upgrading the building management system and installing a platform to better investigate and report energy use via an extensive, upgraded automatic meter reading system. Investments in smart electrical heating systems throughout its student accommodation on Avery Hill Campus will deliver significant electricity savings. Investments in LED lighting plus water saving devices will further reduce energy use. Close working with the new integrated facilities manager contractor will deliver further reductions in the operations and management of university buildings. The university buys zero carbon electricity, which significantly reduces its market-based carbon footprint. Mansion Site, one of the two sites that make up Avery Hill Campus, was sold in July 2021 and this disposal will see a 3–4% reduction in energy use from 2021/22. The university also continued to subscribe to Student Switch Off, an inter-hall sustainability competition.

Although very few students and staff were on campus during 2020/21 due to the impacts of Covid-19, the university's energy use did not vary greatly compared with 2019/20. Although selected buildings were temporarily mothballed, others

required increased ventilation, which meant demands on heating systems in some areas grew. High energy consuming research continued as did the heating of halls, which stayed open throughout the year. The university's energy scope increased with the addition of Cutty Sark Halls whose energy consumption covered a full reporting year for the first time.

Over the past year, total energy consumption has decreased very slightly, by 1.7%, mostly due to reductions in biofuels used for the Medway CHP which was temporarily taken out of service. Additionally electricity and gas consumption remained almost the same as the previous year (electricity increased by 0.35% and gas use increased by 0.08%).

All gas and electricity consumption data is taken from supplier invoices as meter readings. The university's fleet consumption is taken from data collected on the university's fuel card account and staff mileage data. CHP consumption is calculated from automated meter readings on the CHP plant on Medway Campus and district heating providers at Daniel Defoe Hall, and renewable electricity generation is undertaken through manual meter reads.

Greenhouse gas emissions

Total carbon emissions have continued to decline over the five-year period period, by 31%, and have reduced significantly since the university's 2005/06 baseline of 14,633 tonnes CO₂. Carbon emissions fell by 4.8% year-on-year, derived from a reduction in electricity use and the decarbonisation of the electricity grid that benefited electricity-related carbon reduction figures. Less business travel further reduced overall carbon emissions.

The carbon emissions per energy source is included in the table. See 'Table 2: University of Greenwich scope 1 and 2 carbon emissions (kg CO₂)' at the end of this report.

Energy and carbon intensity ratios

The Gross Internal Area (GIA) of the university estate and the staff and student full-time equivalent numbers (FTE) have been used as benchmarks to enable comparative analysis of the university's progress. GIA is a good benchmark to understand the energy efficiency of the university estate. Staff and student FTE provides a good means of understanding the average carbon footprint of these key stakeholders and energy consumers.

'Table 3: Energy and carbon ratios' at the end of this report illustrates that kWh per m² and kWh per staff and student FTE has fallen in 2020/21 when

compared to the previous year. Using kg CO₂ per m² and staff and student FTE, the reduction of carbon at the university means that both intensity ratios show good improvement over the five years.

A note about the information in this SECR report: the university only operates in the UK and all the information provided relates to these operations and covers the last five years. The university uses Defra carbon conversion factors to calculate CO₂ equivalent emissions from the energy it consumes and in the calculation of selected fuel kWh figures. As the university's energy consumption is relatively straightforward and can be easily verified, it has not used any accredited methodology.

**1/3 less
CO₂
emitted across
our university
in 2020/21
than in 2016/17**

Table 1: University of Greenwich energy consumption (kWh)

	2020/21	2019/20	2018/19	2017/18	2016/17
Grid electricity	12,807,997	12,763,611	14,729,816	15,267,622	15,028,572
Natural gas	16,026,730	16,013,574	17,172,667	16,904,688	15,178,764
Biofuels	1,023,790	1,450,600	318,020	59,324	1,369
Renewable energy	29,177	36,209	40,595	35,093	37,110
University vehicles diesel & petrol	127,022	66,151	111,426	174,104	160,848
University business vehicles	61,023	258,019	395,975	481,791	602,132
Total energy consumption	30,075,738	30,588,16	32,768,499	32,922,623	31,008,795

Table 2: University of Greenwich scope 1 and 2 carbon emissions (kg CO₂)

	2020/21	2019/20	2018/19	2017/18	2016/17
Grid electricity	2,719,522	2,975,708	3,764,941	4,321,806	5,283,445
Natural gas	2,946,675	2,944,416	3,157,195	3,109,786	2,795,321
Biofuels	15,553	15,439	1,425	685	-
University vehicles	27,245	15,341	26,363	41,726	38,304
Staff vehicles (business use)	13,993	59,129	92,459	112,932	140,849
Total	5,722,988	6,010,033	7,042,382	7,586,935	8,257,919

Table 3: Energy and carbon intensity ratios

	2020/21	2019/20	2018/19	2017/18	2016/17
Energy intensity kWh per m ³	194	197	210	227	214
Energy intensity kWh per student & staff FTE	1,335	1,550	1,756	1,763	1,624
Carbon intensity kg CO ₂ per m ²	37	39	45	52	57
Carbon intensity kg CO ₂ per staff & student FTE	254	305	377	406	433

The comparative emissions figures are restated on account of some more accurate estimates around shared services usage and a clarification regarding a building that is not under the scope of the university



The university’s stakeholders

The University of Greenwich builds successful relationships with its many stakeholder groups. It values what they have to say and uses this feedback to make informed decisions. For the university, the Governors are equivalent to Directors and Trustees.

This section sets out the university’s statement on stakeholder engagement and how the university has approached and met its responsibilities under Section 172 of the Companies Act 2006. This is followed by examples of the university working in partnership with its stakeholders.

Section 172 statement

As required by Section 172 of the UK Companies Act 2006, the Governing Body has acted, and continues to act, in good faith and in a manner which is most likely to promote the success of the university for the benefit of its stakeholders as a whole.

The duty to promote the success of the university (company) is defined in the Companies Act 2006, Section 172:

“A director of a company must act in the way he/ she considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

- a. The likely consequences of any decision in the long term
- b. The interests of the company’s employees
- c. The need to foster the company’s business relationships with suppliers, customers and others
- d. The impact of the company’s operations on the community and the environment

- e. The desirability of the company maintaining a reputation for high standards of business conduct
- f. The need to act fairly as between members of the company.”

Stakeholders and strategic decisions

Many of the university’s decision-making bodies include representatives from its stakeholder groups. Among these are:

- Staff and student members on the Governing Body
- A wide range of stakeholders at subcommittee level
- Student representatives and appointed and elected staff members on academic committees.

Processes for gathering stakeholder views

Methods for gathering feedback include:

- National Student Survey (final-year students)
- Greenwich Student Survey (students from other years)
- Virtual Campus Staff Surveys (three surveys during 2020/21 were held to assess staff wellbeing and the views of staff on the university’s response to the pandemic)
- Module evaluations surveys (students rate their course modules).

Stakeholder engagement

The university reaches out to its stakeholders through:

- Video messages to staff and students from the Vice-Chancellor
- Weekly updates to staff from the Vice-Chancellor
- Online ‘Planning ahead’ Q&A sessions for staff led by the Vice-Chancellor and her Executive team
- Relationships with organisations, such as its partnership with Charlton Athletic Football Club
- Support for the wider community through its close relationships with government and local councils, such as its work with Medway and Greenwich councils during the Covid-19 crisis
- An internal news hub with separate news sections for students and staff
- Regular Internal communications via email, Yammer (an Internal communications and social network platform) and more targeted communications via the use of Microsoft Teams groups.

Working with stakeholders

Stakeholder representation on the Governing Body

The Governing Body is the university’s main decision-making body. It has a minimum of 12 members, including the President of Greenwich Students’ Union and three staff members, one of whom is a member of the Academic Council.

Students shape their education

The student voice is heard at all levels of the university. Greenwich Students’ Union has around 1,000 student representatives in many different roles. The majority are programme representatives, who are elected by students on their course to speak for their year group. Other representatives include faculty officers, who represent students at faculty level, and curriculum consultants, who work with academics to build course curriculums with more inclusive content.

Development of the university strategic plan

The university’s new strategic plan to 2030, This is Our Time, was developed through extensive engagement with staff, students, members of the Governing Body and other stakeholders, including meetings, focus groups and presentations as the plan moved through its stages of development. Delivery of the plan will be actively measured via the Strategy Programme Board with regular updates provided to the Governing Body.

Gathering student feedback

Each year, students are invited to give their views on the university and its services. The annual National Student Survey, which is conducted by Ipsos MORI, gathers the opinions of nearly half a million final-year undergraduates across the UK. The University of Greenwich invites students in other years to complete its own survey, which is heavily promoted by the university and Students’ Union. The university uses feedback from these and other surveys to develop its courses and facilities and improve the experience for students.

Being part of the community

The university is working to become a key contributor to its local and regional communities. Recent initiatives include a partnership with Blackheath Cricket Club, which is based only a few miles from Avery Hill Campus. The university has sponsored a fund-raising match at the club, which provides reduced membership fees for University of Greenwich students. The university also has a long and fruitful relationship with Charlton Athletic FC. In partnership with Charlton Athletic Community Trust, the university recently launched a new Live Well Greenwich hub, a confidential one-to-one service for students at Greenwich and Avery Hill Campuses.

University responds to Covid-19

The University of Greenwich community has made a vital contribution to the fight against Covid-19. Many staff and students took up frontline roles in the NHS in areas such as critical care or supported vulnerable people unable to leave their homes by delivering much-needed prescriptions. Others played an important role on social media, working with local partners such as the Royal Borough of Greenwich and Medway Council to promote testing and vaccination.

Testing sites hosted by the university have given students, staff and the local community quick and easy access to lateral flow and PCR tests. The university also provided kitchen facilities for the Greenwich Mutual Aid group to put together food packages for the local community.

Many of the university's researchers have added their names to the parliamentary database of expert volunteers. The university is also taking part in an analysis of UK data for a worldwide survey on the pandemic's effects on physical and mental health. The results should help develop strategies for addressing Covid-19 related health issues.



Covid-19

During 2020/21, the university continued to make the health and wellbeing of its staff and students its top priority.

Physical spaces and students' timetables were adjusted to enable those on campus to follow the government's social distancing guidelines. In some cases, this required imaginative repurposing of space, such as transforming sports facilities at Avery Hill and Medway into simulation areas and laboratory space. The hard work at Medway was recognised at the Alliance Awards 2021, where the university received the Professionals Award.

By creating Covid-safe spaces in line with government guidance, the university was able to keep open its student accommodation and research facilities and ensure students could visit campus libraries for individual study. It also provided free face masks to students, staff and other people coming on site. Hand sanitising stations were set up outside every building and in every room.

Where possible, the university continued to employ blended learning, a combination of face-to-face sessions on campus with online lectures. Students and staff were provided with guidance on this new way of working, including easy-to-access support through Moodle, the university's online educational platform. This year's induction programmes focused on getting new and continuing students ready to study both online and on campus.

In partnership with Greenwich Students' Union, the university introduced wellbeing check-ins to make sure that students were okay and had someone to talk to. Almost 20,000 students were called and the project won the university a HEIST Award.

Recognising that students might need extra financial help during the pandemic, the university offered a financial support package worth up to £4,000 for eligible students. This was designed to ensure students had the right tools for blended learning, such as internet access. Since March 2020, the university has also provided laptops and dongles to staff and students needing to study and work remotely.

The university introduced its Accommodation Promise to reassure new and continuing students who were uncertain about signing up to live in student halls. This included a coronavirus break clause that allowed students to be released from paying rent if the university became a completely virtual campus. International students required to quarantine by the UK government could stay in halls rent-free for the relevant period.

In partnership with Greenwich and Medway councils, the university hosted community testing sites on all three of its campuses. These provided students and staff with a quick and convenient way to get tested, and supported the wider community testing effort. With the university's help, Greenwich council was the top local

authority in London for community testing, and among the top 10 in the country.

Staff were kept informed about the university's response to Covid-19 through regular updates from the Vice-Chancellor and other senior members of staff. The university carried out a series of surveys during the year to understand staff concerns. Where there appeared to be room for improvement, changes were made. These included introducing updates on the university's finances at all-staff sessions.

After providing virtual graduation events in 2020, the university welcomed students and their families for 'in-person' graduation ceremonies in July 2021. Graduates from both the 2020 and 2021 cohorts were able to enjoy the full graduation experience at the Old Royal Naval College and Rochester Cathedral. Both venues followed government guidelines to keep visitors Covid-safe.

While it is difficult to predict how Covid-19 will impact the university during the 2021/22 academic year, the university will continue to prioritise health and wellbeing while following the latest government guidance. Current plans are to deliver teaching, learning and student activity on campus as much as possible. The university is working with health and council partners to bring pop-up vaccination centres onto campus, and regular testing and support will continue to be available to staff and students.



Financial Review of the Year

University Finances Explained

A critical underlying principle to the university's vision to be the best modern University in the UK by 2030 is to deliver financial sustainability. All of its activities, including how it earns and spends money, are focused on its strategic priorities ensuring the success of our students, supporting and developing our staff in an inclusive environment, delivering impactful research and knowledge exchange and creating connected and sustainable campuses. This requires the university to make a surplus annually and we have set an operating surplus target of greater than 3% of total income and an operating cash as a percentage of income target of greater than 8%. These targets will allow us to invest in the physical and digital space and facilities to help deliver on our strategic priorities. This is essential for long-term sustainability. In the year to 31 July 2021 the university's finances benefited from strong recruitment enabling funding for over 150 new posts. The results continued to be influenced by the impact of Covid-19 in contrasting ways with increased costs as some activity resumed (e.g. maintenance), a reduction in some types of income (e.g. students halls and catering) and a reduction in other operating expenditure (e.g. travel). Despite these financial challenges, the strong student recruitment cycle alongside a cautious and targeted approach to spend has enabled the university to deliver a surplus in line with our target of greater than 3% and create a strong position going into 2021/22.

Scope of the financial statements

The financial statements comprise the consolidated results of the university (including the Natural Resources Institute (NRI)) and its wholly owned

subsidiary companies, Greenwich University Enterprises Limited (GUEL), Greenwich Property Limited (GPL), GDCC Newco ("G") Limited (GDCC Newco) and Greenwich Devonport Conference Centre Limited (GDCC). GUEL undertakes commercial activities that fall outside of the university's charitable aims of teaching and research; its profits are covenanted to the university under the Gift Aid scheme. GPL is a special purpose company established to facilitate the development of a student residents' scheme under a service concession arrangement. GDCC Newco is a holding company which holds 100% of the share capital of GDCC, which in turn holds the sub-lease of Devonport House. Note 16 of the financial statements also provides full information on the university's subsidiaries.

The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education (2019), Financial Reporting Standards (FRS) 102 and the Office for Students (OfS) Accounts Direction for accounting periods beginning on or after 1 August 2019.

Results for the year

The Group's financial performance was strong, generating a surplus before other gains of £9.3m (2020: £6.6m). This equates to 4.0% of total income (2020: 3.1%) and is in line with our target of greater than 3% per annum. The strong performance is due to successful student recruitment across the September and January cohorts which has also been supported by the flow through impact of successive years of increasing student numbers. Costs have been carefully managed, especially with regard to recruiting additional staff only once the university was

confident we had the income to support the organic growth. The increase in staffing levels will support the teaching requirement into 2021/22.

The surplus for the year totalled £20.9m (2020: £6.0m) which was boosted by gains on disposal of property of £10.1m (2020: £nil) and gains on investments of £2.1m (2020: £0.4m loss). The gain on property was a result of the sale of Mansion Site and the gain on investments a reflection of the improved equity and investment performance.

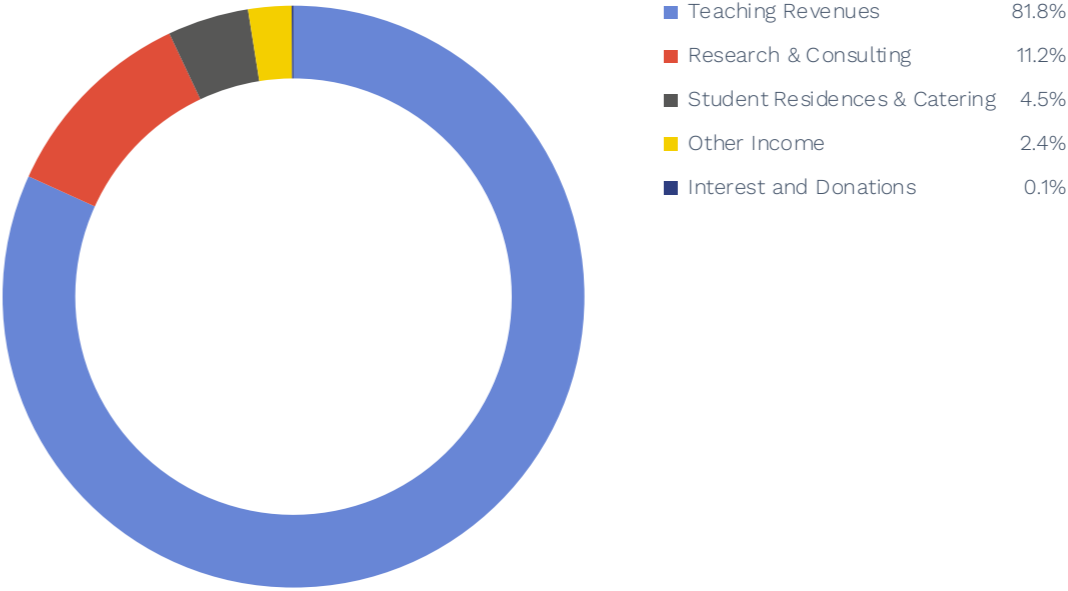
The Group generated a significant increase in cash and cash equivalents in 2020/21. Cash and cash equivalents increased by £43.1m to £105.7m

(2020: £62.6m). This was partly attributed to the aforementioned sale of Mansion Site, with sales proceeds totalling £20m of which £5m is committed expenditure relating to the Winter Gardens disposal. The rest of the increase has been generated by strong underlying performance during the year.

An actuarial gain of £6.5m (2020: £19.2m loss) contributed to total comprehensive income for the year of £27.4m (2020: £13.2m expense). Although there was an actuarial gain, the pension provision at 31 July 2021 still increased from £143.5m to £147.0m which is largely a result of an increase in the LPFA service charge for the year.

Income

Group Income (£231.0m 2020/21)



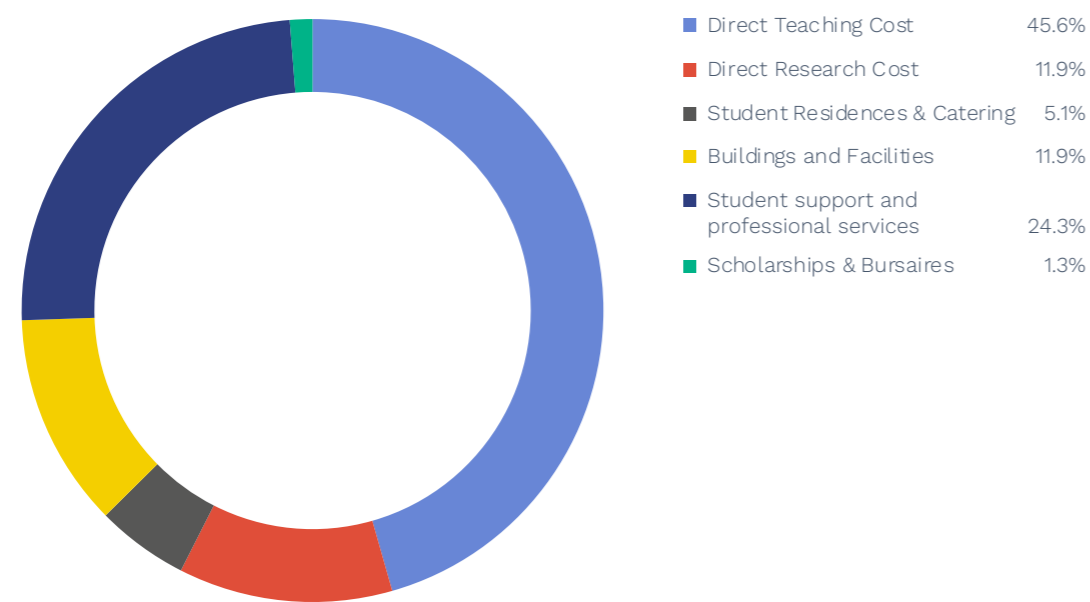
Strong student recruitment equally split across International and Home/EU students underpinned the total increase in income of 7.5% to £231.0m (2020: £214.9m). Specifically, tuition fee and education contract income increased by 16.4% to £177.0m (2020: £152.1m). The tuition fee related increase was partially offset by a fall in other income of 35.6% to £18.7m (2020: £29.0m).

Included within other income is student residence and catering income of £10.5m (2020: £17.4m).

Adjusting for the fee waived in 2019/20 of £3.2m, that was recognised as within other operating expenses, the decrease in student residences and catering income would have been only £3.7m. This reflects the university's accommodation promise which committed to reimburse charges where government restrictions prohibited residents returning to campuses.

Expenditure

Group Expenditure (£221.7m 2020/21)



Total expenditure increased by 6.5% to £221.7m (2020: £208.3m). This increase directly reflects the costs associated with the higher student numbers. Staff costs increased by 7.3% to £116.6m (2020: £108.7m) and slightly lagged behind the income increase as the university explored the impact of the pandemic on student behaviour. The university has committed to over 150 new staff posts to support teaching and learning and our professional services. The majority of the new posts were made available in the second half of 2020/21. There was a nil pay award, which was inline with the final pay offer negotiated on the university’s behalf by Universities and Colleges Employers Association.

Other operating expenditure grew by 6.5% to £89.5m (2020: £84.0m). There has been growth in international recruitment agency fees and

related costs which corresponds to the growth in overseas student numbers. Other fluctuations included one off movements, reflecting contrasting impacts of Covid-19 for different types of costs. Cost increases included corrections for the delay and restrictions in our ability to spend last year, such as furniture, computing equipment, maintenance and repairs. There were also further reductions in cost as travel restrictions continued for the entire year.

These increases were partially offset by 2019/20 costs that were not repeated including £3.2m of accommodation fees waived and the £3.0m impairment related to the valuation of Devonport House.

The balance sheet

The Group’s balance sheet remains strong and robust and has improved during the year with £118.9m of net assets (2020: £91.6m).

Capital investment and fixed assets

The non-current assets of the Group at the balance sheet date were £294.7m (2020: £292.0m). Capital expenditure during the year covered the continuation of the Avery Hill development programme including crucial investment in audio visual solutions and in nursing simulation equipment. The disposal of the Mansion Site was also concluded in the year. Intangible assets of £3.4m (2020: £1.4m) reflect the university’s continued investment in cloud based technology platforms.

Cash management

The Group’s net cash inflow from operating activities grew by 91% to £44.4m (2020: £23.3m) and constituted 19.2% as a percentage of total income (2020: 10.8%). This level of cash generation will support the investment demands for the sub-strategy priorities, notably the digital and estates strategies.

Long-term borrowing

Long-term borrowing (note 21) at the balance sheet date was £69.7m (2020: £72.5m), of which £10.1m (2020: £11.4m) is the non-current outstanding balance on the university’s £30m bond (£25.5m of which remains in issue) and £59.6m (2020: £61.1m) relates to service concession liabilities in respect of student residence and facilities management.

Pension schemes

The university contributes to the Teacher’s Pension Scheme (TPS) for the majority of its academic staff and the London Pension Fund Authority (LPFA) for its support staff.

The TPS is an unfunded, contributory, public service occupational pension scheme, governed by statutory regulations. As it has no assets, it is accounted for on a pay as you go basis. The employer contribution rate currently stands at 23.68%.

The university recognises an enhanced pension provision in respect of TPS. At 31 July 2021 this is £5.4m in respect of enhanced superannuation entitlements of former employers.

The LPFA Scheme is a funded multi-employer Local Government Superannuation Scheme. Its assets and liabilities are identified with individual employers and are accounted for under the provisions of FRS 102 section 28 (Defined Benefit Obligations). The university’s employer cash contribution rate is currently 16.3% (previously 14% until 31 March 2020) with an additional deficit payment of circa £1.3m per annum which is required to repay the university’s share of the deficit over the next 6 years. The university’s share of the scheme’s assets and liabilities valued using FRS 102 assumptions calculations a pension deficit of £141.4m (2020: £137.7m). The FRS102 deficit valuation is exposed to a high degree of volatility due to the sensitivity of movements in assumptions such as bond yields, CPI projections and mortality rates.

The university also has fewer than 10 members within the Universities Superannuation Scheme (USS). The university’s apportionment of the pension deficit associated with USS is £261k (2020: £273k). The USS 2020 valuation was completed after the balance sheet date, refer to note 31.

Other balance sheet indicators

Other key balance sheet ratios continue to be healthy. Short-term investments and cash equivalents were £132.4m (2020 £87.2m) reflecting a track record of strong financial performance, along with one-off sales

Key financial indicators

The 2020/21 financial outturn continues to build on those of the previous years, with the five-year summary of key financial drivers and indicators as follows:

	2021	2020	2019	2018	2017
Total UK Campus based students	24,508	21,592	20,513	20,506	21,120
New entrants	11,499	10,154	9,743	9,223	9,660
Operating margin %	4.0%	3.1%	4.5%	1.6%	2.0%
Net cash inflow from operating activities as a % of total income	19.2%	10.8%	12.2%	11.5%	8.7%

Financial instruments

The Group finances its activities through cash generated from operations, retained surpluses, current liabilities, as well as long term borrowing. The power of the university to raise funds and the conditions attached are defined by the university’s Articles of Association and the Charities Acts. All borrowing must be approved by Finance Committee and Governing Body. The power to invest surplus funds is governed by the Trustee Act 2000 and the university’s Treasury Management policy. This policy encompasses the management of the institution’s cash flow, banking and capital market transactions, the effective control of risk associated with these activities and the pursuit of optimum performance consistent with that risk.

proceeds from the Mansion Site of £20m. Collectively this will help fund the strategic investment plan for the 2030 strategy.

The university has strength in its ability to meet liabilities as they fall due with net current assets continuing to remain strong at £74.4m (2020: £44.8m).

The university operates a prudent investment policy, with deposits limited by amount and maturity across financial institutions with minimum credit rating requirements (A-), which are approved by Finance Committee. The Group’s policy is that no trading in financial instruments shall be undertaken. The university has a £11.4m (2020: £12.7m). obligation in respect of a 30 year £30m Guaranteed Secured Bond issued in 1998 (see notes 20 and 21 for details).

Disclosures required under the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 in respect of financial instruments and their exposure to risk are given in note 33 of the financial statements.

Outlook and going concern

As the university enters 2021/22, it has experienced another strong recruitment cycle for September and early signals indicate that January will be in line with expectations. This has enabled the release of new posts to ensure sufficient resourcing to manage the increased teaching load whilst also applying budget review controls to ensure costs are managed. A high degree of uncertainty remains in the Higher Education sector particularly around the size and the shape of the government funding model alongside concerns around increasing inflation. In response to the uncertain environment, which is likely to continue to be exacerbated by Covid-19 in the immediate future, a detailed analysis has been carried out to assist the going concern assessment. Three high level scenarios have been used as a stress test. The scenarios reflecting worsening income performance were created to test the adequacy of cash reserves and compliance with banking/ bond covenants to support the going concern assumption. On the basis of this assessment, the Governing Body approved preparation of the financial statements on a going concern basis. More detail can be found within the accounting policies in note 1.

Legal Status and Public Benefit

Legal Status

The University of Greenwich (the university) is a company limited by guarantee without share capital and was incorporated in 1970 in the United Kingdom. The university's predecessor, Thames Polytechnic, was granted the power to award degrees on 4 June 1992 by an order of the Privy Council under s.76 of the Further and Higher Education Act 1992. On 16 June 1992 the Privy Council consented to the adoption of the name of 'University of Greenwich' by Thames Polytechnic under s.77 of the Further and Higher Education Act 1992.

The university's financial statements comply with the Companies Act 2006.

The Governing Body is responsible for the setting and monitoring of the university's strategic direction and for ensuring the effective management of the institution. Members of the Governing Body act as company Directors and as charity trustees.

The objectives of the university are set out in its Articles of Association and are to;

- establish, carry on and conduct a university
- to advance learning and knowledge in all their aspects
- to educate students so that they are able to develop their abilities and aptitudes and to contribute to the life of their communities
- to provide courses at any level of and in any branch of higher education
- to provide opportunities and facilities for development and research of any kind; and to provide for the recreational and social needs of students of the university.

Charitable Status and Public Benefit

The university is an exempt charity and is thus exempt from registration with the Charity Commission. It is monitored by the Office for Students as its Principal Regulator, in accordance with the Charities Act 2011. It is a public benefit entity under Financial Reporting Standard (FRS) 102.

The university is required to report on how it has delivered its charitable purposes for the public benefit. In making this statement, the Trustees (the members of the Governing Body) have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

The Articles of Association sets out the university's charitable objectives which, as indicated above, focus primarily on the advancement of learning and knowledge and conducting research. Its mission is to become the best modern university in the UK by 2030 and in doing so deliver its vision of Education Without Boundaries The university aims to achieve this through the strategic priorities of student success, inclusivity and culture, impactful research and knowledge exchange; and connected and sustainable campuses.

Further details of how the university carried out its charitable objectives for the public benefit in 2020/21 are set out in these financial statements.

Education and outreach

The University of Greenwich has a proud history of widening participation that dates back to its foundation over 130 years ago as Woolwich Polytechnic, the second Polytechnic to be founded in the UK. The university remains committed to social mobility, increasing access to higher education and maximising student achievement,

enabling students to fulfil their potential and their ambitions in employment and further study. This is evidenced in the diverse student population, highlighting the university's commitment to educational excellence by providing higher education for those who have potential, irrespective of background.

Recent data from the Office for Students highlights the university's success at recruiting students from the most disadvantaged areas using the Index of Multiple Deprivation (IMD 2015) scale. In 2019/20 29.4%, (2018/19 28.6%) of the university's new student population were from the most disadvantaged areas (Q1), compared to a sector average of 22.8%. Our success at recruiting BAME students also reinforces the university's diverse student population; in 2019/20 Black students accounted for 22.4% of the student population, compared to a sector average of 10.5%.

The university delivers an extensive range of outreach interventions, including engaging local pre-entry learners in schools and colleges that have high numbers of students from disadvantaged backgrounds. Aspirations towards studying in higher education and supporting achievements are raised through a range of taster days and master classes, which helps to communicate the university's brand. Through the GREat Skills programme, outreach activities now have a specific focus on the academic skills of pre-entry learners, ensuring they have the required skills for success in higher education.

To ensure that higher education is available to a range of under-represented groups the university has fully engaged with the Government's apprenticeship programme, delivering new programmes to enable learners to work and earn at the same time.

Engaging students in partnership with the Greenwich Students' Union has highlighted the importance of the university delivering financial support for the most disadvantaged students. The

university offers support for students who live in households with family incomes of less than £25,000, by committing to provide a bursary of £700 to all new entrants within this group.

The university continues to commit substantial investments in outreach and student success as part of its Access and Participation Plan (APP) which has been approved by the Office for Students. The strategic interventions that have been delivered to improve the access, continuation, attainment and progression of our students from disadvantaged backgrounds can be seen in the university's APP which is placed on the university's website:

<https://docs.gre.ac.uk/rep/communications-and-recruitment/access-agreements>.

More detail on 2020/21 expenditure can be found at note 10.

Research for public benefit

Research and education go hand-in-hand, and the vibrant research and enterprise activity undertaken by the academic staff at the university enriches its teaching provision and therefore its graduates. The university generated research income during the year of £20.2m. The £20.2m represents an internal metric and in the consolidated statement of comprehensive income and expenditure is presented within research grants and contracts and other income. It partners with a wide range of external stakeholders, encompassing industry, charity, Government and other social organisations, and is driven and motivated by its contribution to addressing the future challenges of society.

The university is flexible and adept at forging functional relationships with a range of different stakeholders. Indeed, engaging with the stakeholder community is crucial to the successful exploitation of the knowledge generated within the university. The university's

services and expertise are accessible via a range of mechanisms, including short-term business guidance, consultancy, collaborative knowledge generation projects, as well as long-term research partnerships. Through its many apprenticeship programmes, the university is able to work with partners to develop the skills base of their existing staff, as well as provide highly trained graduates.

Enhanced enterprise activity is being stimulated and incorporated into the academic activity through an ongoing commitment to develop the entrepreneurial capabilities of the university's staff and students, with a programme of annual competitions and prizes.

Cultural impact and environmental sustainability

The university acknowledges its responsibility to develop and enrich the intellectual and cultural lives of its local communities and works actively to develop and sustain them. It has established a number of mutually beneficial collaborative initiatives supporting projects linked to student and staff volunteering, providing community access to the university's learning and research resources, and ensuring that its physical assets are used for the good of local citizens and community groups.

Examples of initiatives the university participates in, include the University of Greenwich Green Week, the Ethical Food and Fairtrade Fortnight, 'Student Switch Off' and the Halls End of Term reuse programme.

The University contributes economically to its local area's and provides a graduate workforce which raises productivity and stimulates economic growth.

The university is fully committed to functioning as a socially responsible and sustainable institution. It aims to minimise the impact on the environment of its activities. This year the university maintained its First-Class Award in the People and Planet University (Green) League and is ranked 14th in a competitive field of 154 higher education institutions. Further information on our sustainability can be found within the SECR on page 30.

The university operates both an Anti-Bribery and an Anti-Slavery & Trafficking Policy. These policies integrate with international operations and the university is committed to implementing and monitoring effective systems and controls to ensure modern slavery is not taking place anywhere in its own business or any of its supply chains.

Directors

The Governors of the university are Directors of the company.

The Governors who served during the year and/or in the period to the date of approval of the financial statements, are listed on page 57 of this report. No director had any interest in any contract made by the university during the financial year, other than a contract of employment as a member of staff.

The university is a company limited by guarantee with the liability of its Directors limited to £1. Its professional indemnity insurance provides £5 million of group cover for its Governors (Directors) in any one-year period.

Statement of Directors' Responsibility for the Financial Statements

The Statement of Responsibilities of the Governing Body for the financial statements is set out on pages 64 to 65 of this report.

Independent Auditors

PricewaterhouseCoopers LLP were reappointed as external auditors.

The university, by virtue of its transferrable security, a public bond, (see note 21) has been designated as a public interest entity, the key implications of which are the greater scrutiny of the Financial Statements and requirement for transparency, as seen by the extended independent auditors report.

Principal risks and uncertainties

The principal risks and uncertainties of the university are noted below.

Covid-19

Whilst inextricably linked to all of the other risks and uncertainties detailed in this section, Covid-19 remains a principal risk and uncertainty in itself. Operationally, the provision of education and research must happen in a Covid-19 Safe environment.

The university continues to closely monitor developments and continues to have dedicated working groups and committees heavily involved in Covid-19 safe planning.

Inflation

Rising inflation affecting the universities future costs, coupled with the cap for full-time home undergraduate tuition fees puts a considerable strain on operating surplus'. The university is closely monitoring trends, using careful financial planning, procurement strategies and investment strategies to mitigate the risk.

Future Government funding

Uncertainty remains regarding the Governments funding model for Higher Education with the final conclusion to the Augar review still outstanding.

Student recruitment

Home student recruitment: the market for UK students continues to be competitive on the back of expansion by some institutions, new providers and increased provision by further education institutions. This presents recruitment challenges. The university manages this risk by investing in the student success strategic priority outcomes under

the themes of inclusive recruitment, enhanced student experience and best graduate outcomes. International student recruitment income from overseas enrolment accounts for 31% of the total. The key risk associated with this income stream is a shortfall against international student recruitment targets with particular reference to:

- Covid-19 and the return of associated international travel restrictions along with affordability in countries where economic recovery is delayed
- Increased international competition (from the USA, Canada and Australia) resulting in a reduction in the UK share of the HE international student market
- The number of international students who wish to study in the UK and the impact of UK Visas and Immigration (UKVI) policy changes
- Progressive increases in in-country provision that will over time reduce the size and shape of the international student market
- Increased competition from UK based HE providers who are seeking to increase international student recruitment
- Geopolitical events that may restrict ability of students from specific countries studying at a UK based university

The university continues to manage this risk by making decisions informed by segmental market analysis and investing in marketing and recruitment in its chosen market segments and making good on line provision for students unable to travel.

International partnerships

The university has around 15,000 students in more than 30 partnerships across 19 countries.

Political, social and economic changes in the countries and regions in which partnerships are located are a risk to their continued operations, not to mention Covid-19 and country specific issues. Any adverse impact on provision may also be reputationally damaging. This risk is managed by continuous monitoring of political, social and economic developments in these countries/ regions and rigorous assessment when forming new partnerships.

Pension scheme deficits

The university's pension scheme deficits are in excess of £150m. The deficit is primarily the result of improving longevity, inflation (measured through future projections of CPI rate) and the low bond yields used in discounting pension liabilities.

The key risks to the university of the pension scheme deficit is the increased employers' pension contributions necessary to recover a worsening of the deficit should bond yields fall further and the reduction in net assets on the balance sheet.

The vast majority of the deficit relates to the LPFA scheme. The last triennial valuation took place on 31 March 2019 and employer's contributions rose

to 16.3% from 1 April 2020. There are concerns that the actuarial assumptions used for the next valuation due 31 March 2022 will move closer to those used to derive the annual FRS 102 valuation of the accounts. In response the university is reviewing its options to mitigate its exposure to rising contribution rates. For more details of the scheme and associated assumptions, see note 28.

Financial, treasury, liquidity and credit risks

The main financial risks to the Group are; liquidity risk, that the Group will be unable to meet its financial obligations as they fall due, currency risk, that currency fluctuations will impact on the Group's income and expenditure, credit risk, the exposure to financial loss if a counterparty fails to meet its obligations, and interest rate risk, that the Group's income and expenditure will be impacted by moves in interest rates. Approved policies are in place to mitigate these risks.

The Strategic Report was approved by the Governing Body on 24 November 2021 and signed on its behalf by:

Bronwyn Hill CBE
Chair of Governing Body

Corporate Governance Statement

The university is committed to demonstrating best practice in all aspects of corporate governance and takes account of the provisions of the Charities Act 2011 and the principles identified by the Committee on Standards in Public Life. The university has adopted the Higher Education Code of Governance (2014, updated 2018 new version issued September 2020), the Higher Education Senior Staff Remuneration Code (June 2018) and the Higher Education Audit Committees Code of Practice (May 2020) issued by the Committee of university Chairs (CUC). The Higher Education Senior Staff Remuneration Code was reflected in decisions on senior staff remuneration made over the course of 2020/21.

The university is confident that during the year it had in place all of the six primary elements of governance set out in the 2020 edition of the Higher Education Code of Governance that applied in 2020/21 and met the requirements of the supporting statements within each element. This assurance is derived from periodic external reviews of the effectiveness of the university's governance. In July 2018, the final report of a governance effectiveness review by Advance HE concluded that "the standard of governance at Greenwich university is good with independent governors being committed and passionate about doing a thorough job.. Greenwich has governance processes, practices and policies which are 'fit for purpose' and meet current expectations for HE governance.. The findings from this report support previously undertaken work that the Court [Governing Body] complies with the CUC HE Code of Governance". In October 2019 the Governing Body received a report on the review which noted that actions to address all of Advance HE's recommendations had been implemented, and the review had led to a number of improvements in the Governing Body's processes which were now

embedded as 'business as usual'. In accordance with the CUC's Higher Education Code of Governance, as it is three years since the previous review, the University has commissioned another external governance effectiveness review by Halpin Partnership which will report early in 2022.

This summary describes the university's corporate governance arrangements and the manner in which the university seeks to comply with the Management and Governance Condition of the Office for Students (OfS) Regulatory Framework, as well as the guidance and codes of practice published by the Committee of University Chairs, the Charity Commission and the UK Corporate Governance Code, insofar as they are applicable to Higher Education Institutions.

- The university is a company limited by guarantee and an exempt charity. It is not required to register with the Charity Commission as, under the Charities Act 2011, universities in England are regulated on behalf of the Charity Commission by the Office for Students as the principal regulator.
- The university is governed by its Articles of Association which set out its objects, which focus primarily on the advancement of education and research. New Articles of Association were approved by the Governing Body on 5 July 2021 (replacing the previous Memorandum and Articles dating from July 2018) and are effective as of 1 September 2021. The changes to the Articles were primarily concerned with Independent Governors' terms of office and the term of office of the Chair, and other technical amendments. The requirements of the Office for Students Regulatory Framework are reflected in provisions relating to academic freedom and freedom of speech.
- Members of the Governing Body are legally Directors of the Company and Charity Trustees.

The Governing Body is responsible for managing the university and exercising the powers assigned to the university in the Articles. It sets the university's strategic aims, monitors the implementation of the activities undertaken to achieve these, and reports to stakeholders on its stewardship.

- The Governing Body has a majority of Independent Governors, who are not staff or students of the university, who are chosen for their expertise in areas relevant to the work of the university. The Governing Body appoints Independent Governors following recommendations by the Nominations, Staffing and Remuneration Committee. The Chair and Vice-Chair of the Governing Body are appointed from the Independent Governors.
- Up to three Staff Governors (who are members of staff of the university) are appointed by the Governing Body on the recommendation of the Nominations, Staffing and Remuneration Committee following a call for applications. At least one Staff Governor is a member of the Academic Council. The Vice-Chancellor is a member of the Governing Body ex officio.
- To ensure that students have opportunities for engagement with the University's governance, a Student Governor (traditionally, the President of the Students' Union) is appointed following nomination by the students. The Student Governor is also a member of the Finance Committee. Student representatives also serve on the Academic Council and its committees.
- Newly appointed Governors receive induction, briefing and training, as appropriate, on the university, the role of the Governing Body and on higher education in general to ensure that they are fully conversant with their responsibilities. Through appropriate due diligence processes, the university ensures that Governors are fit and proper persons. Governors do not receive

remuneration for serving as Governors although expenses may be reclaimed.

- The Vice-Chancellor, as chief executive of the institution, has a general responsibility to the Governing Body for the organisation, direction and management of the university. The Vice-Chancellor is responsible for the development of institutional strategy and the identification and planning of new developments, and is the university's accountable officer under the Office for Students Regulatory Framework.
- In accordance with the Articles of Association the University Secretary is appointed to act as Secretary to the Governing Body and its Committees and also acts as Company Secretary. In that capacity, the University Secretary provides independent advice to Governors on matters of governance.
- The Governing Body meets at least five times a year, with additional strategy days. However, much of its business is conducted through the following committees: Audit and Risk; Finance Nominations, Staffing and Remuneration and the Academic Council. All of these Committees have terms of reference and membership approved by the Governing Body. All Committees of the Governing Body submit their minutes to the Governing Body.
- The Audit and Risk Committee plays a key role in the University's system of internal control (see below). The Committee oversees the work of the University's internal and external auditors and monitors the auditors' performance. It also keeps under review the effectiveness of the risk management, culture, control and governance arrangements of the university; satisfies itself that suitable arrangements are in place to ensure the sustainability of the university and to promote economy, efficiency and effectiveness; and satisfies itself that effective arrangements are in place to ensure appropriate and accurate

data returns are made to external stakeholders and regulatory bodies. The Committee consists solely of Independent Members of the Governing Body and at its option, one external co-opted member; no members are also members of the Finance Committee. In September 2020 the Committee adopted revised terms of reference reflecting the CUC's Higher Education Audit Committees Code of Practice, and the Committee is considering the implications of the new Code for its operation.

- The Finance Committee is responsible to the Governing Body for reviewing the university's finances, accounts and investments. It makes recommendations to the Governing Body on the annual revenue and capital budgets, the annual financial statements and the financial forecasts. It monitors performance in relation to approved allocations.
- The Nominations, Staffing and Remuneration Committee has four main areas of responsibility. It keeps under review the membership of the Governing Body and its committees and makes recommendations to the Governing Body on appointments; it provides governance oversight for strategic staffing matters, including the implementation of the University's People Strategy; it oversees the University's compliance with the CUC's Higher Education Code of Governance and it determines policy on staff remuneration and, as the Remuneration Committee, oversees the remuneration of the executive.
- Subject to the overall control and direction of the Governing Body, the Academic Council is responsible for overseeing the teaching and research of the university and is responsible for the academic quality and standards of the university and the admission and regulation of students. Its membership is drawn from staff and students. The Governing body receives and tests assurance from the Academic Council that

academic governance, including the standard of university awards, the student academic experience and student outcomes, are adequate and effective.

- The University's Articles provide for the declaration of interests by Governors and the management of potential conflicts of interest. The Governing Body maintains a Register of Interests of its members and senior officers, which is updated annually and can be viewed on request to the University Secretary.
- The University's Articles provide for staff, while engaged in teaching and research, to have freedom within the law to question and test received wisdom and to put forward new ideas and controversial or unpopular opinions, without placing themselves in jeopardy of losing their jobs or privileges. The university is also required by the Articles to take steps to ensure that freedom of speech within the law is secured for its students and staff and for visiting speakers.
- The Governing Body ensures that there are adequate and effective arrangements in place to provide transparency about value for money and to ensure public funds are managed appropriately in line with the conditions of grant and the principles of regularity, propriety and value for money, and to protect the interests of taxpayers and other stakeholders. As indicated, the Finance Committee is responsible for oversight of the University's finances and performance in relation to approved allocations. The University's internal auditors are required to provide an annual report to the University's Audit and Risk Committee and the Governing Body expressing the internal auditors' opinion on the adequacy and effectiveness of the university's arrangements for value for money. The Audit and Risk Committee, in turn, provides an annual report to the Governing Body which includes the Committee's opinion on the adequacy and effectiveness of the university's arrangements for value for money.

- The University's external auditors are required by the OfS's Accounts Direction to provide an opinion to the Governing Body on whether funds (including public funds) have been applied for the intended purposes. This opinion is included in the Independent Auditors' Report to the Members of the Governing Body in the University's Report and Financial Statements.

Officers and Professional Advisors

Chancellor	The Rt Hon the Lord Boateng
Pro-Chancellor and Chair	Ms Bronwyn Hill
Vice-Chancellor	Professor Jane Harrington
Secretary & Clerk to the Governing Body	Mr Peter Garrod
External Auditors	PricewaterhouseCoopers LLP 1 Embankment Place, London WC2N 6RH
Internal Auditors	BDO LLP 55 Baker Street, London W1U 7EU
Bankers	Barclays Bank PLC 1 Churchill Place, Canary Wharf, London E14 5HP
Registered Office	Old Royal Naval College, Park Row, Greenwich, London SE10 9LS
Company Registration No.	00986729

Membership of the Governing Body

The following served as Governors during the year and/or in the period to the date of approval of the financial statements. In the case of those who

became or ceased to be Governors during this period, the appropriate dates are shown.

Article 9.3.1	Vice-Chancellor Professor J Harrington
Article 9.3.2(a)	Staff Governors Mr L Devlin (until 31.08.21) Professor A Maragiannis (from 01.09.21) Ms S Ragab Professor A Westby
Article 9.3.2(b)	Student Governor Ms A Ayoub (from 01.07.21) Mr B Ijaz (until 30.06.21)
Article 9.3.2 (c)	Independent Governors Mr R Hicks (from 01.08.20) Ms B Hill CBE Mrs D Khanna Ms T King Miss D Larnder Mr C McWilliam Ms A Mehta (from 01.08.20) Mr M Orr Mrs W Palmer (until 31.08.21) Mr S Saluja Mr A Sharma Mrs E Sideris Ms J Wood (until 31.08.20)

Membership of Governing Body’s Committees

The following are the Governing Body's Committees and their membership during the year and/or in the period to the date of approval of the financial statements. In the case of those who became or ceased to be members during this period, the appropriate dates are shown.

Finance	Mr M Orr (Chair) Ms A Ayoub (from 01.07.21) Mr L Devlin (until 31.08.21) Professor J Harrington Mr B Ijaz (until 30.6.21) Professor A Maragiannis (from 19.10.21) Mr C McWilliam Mr S Saluja (from 01.08.20) Professor A Westby (from 01.09.20)
Nominations, staffing and remuneration	Mrs E Sideris (Chair) Mr L Devlin (from 01.09.20, until 31.08.21) Professor J Harrington (not a member when sitting as the Remuneration Committee) Mr R Hicks (from 01.08.20) Ms B Hill CBE Ms T King Miss D Larnder (for remuneration only) Ms A Mehta (from 29.06.21) Mr M Orr (for remuneration only) Ms S Ragab Jagjit Dosanjh-Elton (from 23.02.21) (non-Governor co-opted member)
Audit and risk	Miss D Larnder (Chair) Mrs D Khanna Ms A Mehta (from 01.08.20) Mrs W Palmer (until 31.08.21) Mr A Sharma

Statement of Internal Control

The Governing Body is responsible for ensuring an effective system of internal control to support the university’s policies and objectives. It is responsible for safeguarding the public and other funds available to it in accordance with the Terms and Conditions of Funding of the Office for Students (OfS), the OfS Regulatory Framework and the Terms and Conditions of UK Research and Innovation Funding administered through Research England.

Internal control is designed to manage rather than eliminate the risk of failure to achieve business objectives and can only provide reasonable and not absolute assurance against material misstatement or loss. It is also designed to prevent and detect fraud and other irregularities.

The system of internal control is informed by a continuous process which identifies, evaluates and manages the university’s significant risk of all types. This process has been in place for the year ended 31 July 2021 and up to the date of the approval of the financial statements. The Governing Body believes that the university follows the requirements and best practice guidelines of the OfS, Research England, the Committee of University Chairs and British Universities Finance Directors Group in its approach to risk management, and can confirm that the processes and procedures in place for risk management have provided a robust framework for ensuring that institutional risk is adequately recognised, evaluated and planned for throughout the financial year 2020/21 and up to the approval date of the financial statements.

The Governing Body is responsible for reviewing the effectiveness of the system of internal control and does so in the following ways:

Internal Control

Matters related to the mission, strategy and educational character of the university are discussed on a regular basis.

The Audit and Risk Committee reports to each meeting of the Governing Body on matters discussed as the Audit and Risk Committee.

The Audit and Risk Committee receives reports from Internal Auditors at each of its meetings, which provide an independent opinion on the adequacy and effectiveness of the internal control systems together with recommendations for approval.

Each year the Audit and Risk Committee approves a programme of work for the year, including for the outsourced internal audit team, which is based on a balanced portfolio of risk exposure while focussing on key risks, identified through the Corporate Risk Register and risk management process.

Regular reviews are undertaken of institutional performance and financial results during the year (by Finance Committee), including quarterly updates of the forecast outturn.

Clearly defined and formalised regulations are in place for the approval and control of expenditure, with investment-related decisions being subject to formal review and approval arrangements.

Comprehensive financial regulations, including procedures relating to financial controls, are reviewed regularly and approved by the Governing Body, as well as being submitted to the Audit and Risk, and Finance Committees.

The Chief Financial Officer and the University Secretary attend meetings of the Audit and Risk Committee and have direct and independent access to members of that Committee, as do the external and internal auditors, and others are invited to attend.

The Audit and Risk Committee, in its annual report to the Governing Body, provides an annual opinion on the adequacy and effectiveness of the university’s arrangements for risk management, control and governance.

Risk Management

There is a clear policy and plan of risk management which has been communicated throughout the university and is reviewed annually. Risk appetite has been clearly defined by the Governing Body and is reviewed regularly, and an internal audit review is regularly undertaken on an aspect of risk management.

The Audit and Risk Committee annually reviews the university’s risk management framework (including the university’s Risk Management Policy, risk management guidance and Statement of Risk Appetite), which is managed by the University Secretary. Any changes to the framework are recommended by the Committee to the Governing Body for approval.

A hierarchy of risk registers is in place to identify key risks and their owners and mitigating controls and actions. The likelihood and impact of risks before and after mitigations are identified, along with the associated risk thresholds derived from the Statement of Risk Appetite. Risks are linked to the objectives in the University’s Strategic Plan. Faculty and directorate risk registers are maintained to a common template and are reviewed each quarter at a meeting of the risk owners in the Chief Operating Officer’s Operations Management Group. This in turn informs the quarterly updating of the University’s Corporate Risk Register. The Corporate Risk Register is approved by the university’s executive prior to its presentation with a quarterly risk management report to the Audit and Risk Committee. The Governing Body considers the full Corporate Risk Register annually and, on a quarterly basis, considers a risk management report which

summarises the Corporate Risk Register and highlights any changes to strategic risks.

The Vice Chancellor, in their capacity as accountable officer, is responsible to the Governing Body for ensuring compliance with the Terms and Conditions of Funding of the Office for Students and the Terms and Conditions of UK Research and Innovation Funding administered through Research England.

The university confirms that it has notified the OfS of all reportable events where reporting to the OfS is required by the OfS Regulatory Framework. Reportable events includes events that materially affect or could materially affect the university’s legal form or business model, and/or its willingness or ability to comply with its conditions of registration, including events with possible financial viability or sustainability implications.

The Governing Body, through the Audit and Risk Committee, has reviewed the effectiveness of the system of internal control operating in 2020/21 and up to the date of approval of the financial statements.

There were no significant internal control issues during the year and up to the date of the signing of these financial statements.

The above Corporate Governance Statement and Statement on Internal Control relates to the period from 1 August 2020 to the date of approval of these Financial Statements.

Professor Jane Harrington
Vice-Chancellor

Bronwyn Hill CBE
Chair of Governing Body

Remuneration Annual Statement

The university has adopted the Higher Education Senior Staff Remuneration Code published by the Committee of University Chairs (CUC) in June 2018 and applied it to decisions made by the University’s Remuneration Committee in 2020/21.

The University’s Governing Body approved a Senior Staff Remuneration Framework to guide the university’s implementation of the CUC’s Remuneration Code in 2020/21. Information about senior staff remuneration in 2020/21 is provided in the Remuneration Committee’s 2020/21 Remuneration Annual Report and Statement, which is published on the university’s website (<https://www.gre.ac.uk/hr/pay-and-pensions>).

The university has an Equality, Diversity and Inclusion Strategy. The strategy includes (a) full and fair consideration of applications for employment made by disabled persons, having regard to their particular aptitudes and abilities; (b) continuing the employment of, and arranging training for employees who have become disabled persons while employed; and (c) otherwise for the training, career development and promotion of disabled persons.

During the financial year the university has strived to: provide employees systematic information on pertinent matters, consulting employees or representatives on a regular basis, encouraging involvement of employees in the university’s performance and strived to achieve a common awareness of the financial and economic factors affecting university performance. Examples of this included weekly emails to all staff summarising news and events at the university, a weekly newsletter to all staff from the Vice-Chancellor, staff meetings, and termly meetings of the Leadership Forum to brief staff with significant management responsibility. The Joint Negotiating Committee, bringing together representatives of management and the university’s recognised trade

unions (UCU, Unison, GMB and Prospect), met regularly during the year, with additional meetings called following the ongoing Covid-19 pandemic.

Trade Union facility time statistics

For the year from 1 April 2020 to 31 March 2021, the trade union facility time statistics were as follows:

Employees at the university:

- 1501 to 5000 employees

Trade union representatives and full-time equivalents:

- Trade union representatives: 22

- FTE trade union representatives: 21.2

Percentage of working hours spent on facility time:

- 0% of working hours: 0 representatives
- 1 to 50% of working hours: 22 representatives
- 51-99% of working hours: 0 representatives
- 100% of working hours: 0 representatives

Total pay bill and facility time costs:

- Total pay bill: £105,574,231
- Total cost of facility time: £77,902
- Percentage of pay spent on facility time: 0.07%

Paid trade union activities:

- Hours spent on paid facility time: 2,621
- Hours spent on paid trade union activities: 14
- Percentage of total paid facility time hours spent on paid trade union activities: 0.53%

Statement of Responsibilities of the Governing Body

The primary responsibilities of the Governing Body are to set the university’s strategic aims, monitor the implementation of the activities undertaken to achieve these, and report to stakeholders on its stewardship. To meet its responsibilities, the Governing Body undertakes to carry out the following activities:

- To set and agree the mission, strategic vision and values of the University with the executive.
- To approve, long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders, especially staff students and alumni.
- To ensure processes are in place to monitor and evaluate the performance and effectiveness of the university against the strategy, plans, and approved key performance indicators, which should be, where possible and appropriate, benchmarked against other comparable institutions.
- As appropriate and in accordance with the University’s Articles of Association, to delegate authority to the Vice Chancellor as chief executive, for the academic, corporate, financial, estate, and human resource management of the university, and to delegate authority to committees reporting to the Governing Body
- To establish and keep under regular review the policies, procedures and limits within such delegated functions shall be undertaken by and under the authority of the Vice-Chancellor and committees.

- To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls, risk assessment, value for money arrangements and procedures for handling internal grievances and for managing conflicts of interest. To ensure that the university has an active process for the management and control of risk which shall include a requirement for the Governing Body’s Audit and Risk Committee to report to it on a regular basis.
- To receive and test assurance from the Academic Council that academic governance, including the standard of university awards, the student academic experience and student outcomes are adequate and effective.
- To maintain and protect the principles of academic freedom and freedom of speech legislation.
- To establish processes to monitor and evaluate the performance and effectiveness of the Governing Body itself.
- To conduct its business in accordance with best practice in higher education corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.
- To safeguard the good name and values of the university.
- To take steps to ensure that the Students’ Union of the university acts fairly and democratically and is accountable for its finances.

- To appoint the Vice-Chancellor and to put in place suitable arrangements for monitoring his/her performance.
- To appoint a secretary to the Governing Body and to ensure that, if the person appointed has managerial responsibilities, there is an appropriate separation in the lines of accountability.
- To be the employing authority for all staff and to be responsible for establishing a human resources strategy.
- To be the principal financial and business authority of the university, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall responsibility for the university’s assets, property and estate.
- To be the university’s legal authority and such as, to ensure that systems are in place for meeting all the institution’s legal obligations, including those arising from contracts and other legal commitments made in the university’s name. This includes accountability for health, safety and security and for equality, diversity and inclusion and the requirements of the Office for Students Regulatory Framework.
- To receive assurance that adequate provision has been made for the general welfare of students, in consultation with the Academic Council.
- To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the university.
- To make, alter, add to or repeal such Regulations as the Governing Body may deem necessary or expedient for the proper conduct and management of the university.

- To ensure that the University’s Articles of Association and Regulations are followed at all times and that appropriate advice is available to enable this to happen.
- To promote a culture which supports inclusivity and diversity across the institution.
- To ensure that all students and staff have opportunities to engage with the governance and management of the University.

Statement of Responsibilities of the Governing Body for the Financial Statements

In accordance with the University's Articles of Association, the Governing Body is responsible for the administration and management of the affairs of the university and is required to present audited financial statements for each financial year.

The members of the Governing Body (who are also the Directors of the university for the purposes of company law) are responsible for preparing the Strategic Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Governing Body to prepare financial statements for each financial year. Under that law, the Governing Body is required to prepare the financial statements in accordance with United Kingdom Generally Accepted

Accounting Practice (United Kingdom Accounting Standards and applicable law) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. In addition, the Governing Body is required to prepare the financial statements in accordance with the terms and conditions of its grant funding agreement with the Department for Education and the OfS Terms and Conditions of Funding, through its accountable officer. Under company law, the Governing Body must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the university and the Group and of the surplus or deficit, gains and losses, changes in reserves and cash flows of the University and the Group for that year.

In preparing the financial statements, the Governing Body is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the university and group will continue in business.

The Governing Body is responsible for keeping adequate accounting records that are sufficient to show and explain the university's transactions and disclose with reasonable accuracy at any time the financial position of the University and enable it to ensure that the financial statements comply with the Articles of Association, the Statement of Recommended Practice - Accounting for Further and Higher Education, the OfS Accounts Direction and the Companies Act 2006. They are also responsible for safeguarding the assets of the university and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Governing Body has taken reasonable steps to:

- ensure that funds from the Department for Education, the OfS and other funding bodies are used only for the purposes for which they have been given and in accordance with the OfS Terms and Conditions of Funding and the grant funding agreement with the Department for Education and any other conditions which funding bodies may from time to time prescribe;
- ensure that there are appropriate financial management controls in place to safeguard public funds and funds from other sources;
- ensure that the university has a robust and comprehensive system of risk management, control and corporate governance, which includes the prevention and detection of corruption, fraud, bribery and irregularities; and secure the economic, efficient and effective management of the university's and the Group's resources and expenditure.

The Governing Body is responsible for the maintenance and integrity of the corporate and financial information included on the university's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Governing Body confirms that:

- so far as each Governor is aware, there is no relevant audit information of which the university's auditors are unaware; and
- the Members of the Governing Body have taken all the steps that they ought to have taken as Governors in order to make themselves aware of any relevant audit information and to establish that the university's auditors are aware of that information.

Approved on behalf
of the Governing Body by:

Bronwyn Hill CBE
Chair of Governing Body

Date of Approval: 24 November 2021

Independent auditors’ report to the Governing Body of University of Greenwich (‘the University’)

Report on the audit of the financial statements

Opinion

In our opinion, University of Greenwich’s group financial statements and university financial statements (the “financial statements”):

- give a true and fair view of the state of the group’s and of the university’s affairs as at 31 July 2021 and of the group’s and university’s income and expenditure, gains and losses, changes in reserves and the group’s cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland”, and applicable law);
- have been properly prepared in accordance with the requirements of the Office for Students’ Accounts Direction (OfS 2019.41); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Report and Financial Statements (the “Annual Report”), which comprise: the Consolidated and University Balance Sheet as at 31 July 2021; the Consolidated and University Statement of Comprehensive Income and Expenditure, the Consolidated and University Statement of Changes in Reserves and the Consolidated Statement of Cash Flows for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

Our opinion is consistent with our reporting to the Audit and Risk Committee.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (“ISAs (UK)”), International Standards on Auditing issued by the International Auditing and Assurance Standards Board (“ISAs”) and applicable law. Our responsibilities under ISAs (UK) and ISAs are further described in the Auditors’ responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC’s Ethical Standard, as applicable to listed public interest entities, and the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with these requirements.

To the best of our knowledge and belief, we declare that non-audit services prohibited by either the FRC’s Ethical Standard or Article 5(1) of Regulation (EU) No 537/2014 were not provided.

Other than those disclosed in note 11, we have provided no non-audit services to the university or its controlled undertakings in the period under audit.

Our audit approach

Overview

Audit scope

- As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements.
- The group comprises the university and four subsidiary companies.
- We conducted a full scope audit of the university as the only financially significant component within the group.
- We also performed specific audit procedures over certain balances within two of the subsidiaries.
- These audit procedures covered 99% of the group’s income and 100% of the group’s total assets.

Key audit matters

- Judgements associated with recoverability of trade receivables (group and university)
- Accounting for the London Pension Fund Authority pension scheme (group and university)
- Judgements associated with impairment over an investment in a subsidiary (university)

Materiality

- Overall group materiality: £2,310,190 (2020: £2,124,600) based on 1% of total income.
- Overall university materiality: £2,194,680 (2020: £2,018,370) based on 1% of total income, capped at 95% of overall group materiality.
- Performance materiality: £1,732,600 (group) and £1,646,250 (university).

The scope of our audit

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements. In particular, we looked at where the Governing Body made subjective judgements, for example in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain.

Key audit matters

Key audit matters are those matters that, in the auditors’ professional judgement, were of most significance in the audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud)

identified by the auditors, including those which had the greatest effect on: the overall audit strategy; the allocation of resources in the audit; and directing the efforts of the engagement team. These matters, and any comments we make on the results of our procedures thereon, were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

This is not a complete list of all risks identified by our audit.

Judgements associated with impairment over an investment in a subsidiary is a new key audit matter this year. Accounting for fixed assets, which was a key audit matter last year, is no longer included because of a reduction in the risk

of impairment of the wider fixed assets estate. Included in the prior year key audit matter was an assessment of impairment relating to Devonport House, which is directly relevant to the new key audit matter in the current year. Otherwise, the key audit matters below are consistent with last year.

Key audit matter

Judgements associated with recoverability of trade receivables (group and university)

See note 1 of the financial statements for the group and university’s disclosure of the related accounting policies, note 18 for the trade receivables balance.

The group has recognised a bad debt provision of £7.6m (2019: £5.4m) in respect of debts which it considers are impaired. This is a significant provision in the context of the financial statements and the results of the group and university.

How our audit addressed the key audit matter

In order to test the recoverability of trade receivables, we performed the following procedures:

- (i) Understood the accounting policy relating to the bad debt provision;
- (ii) Evaluated the group’s credit control procedures and assessed and checked the ageing profile of trade receivables;
- (iii) Considered the appropriateness of estimates regarding the level of bad debt and assessed whether the associated provisions were calculated in accordance with the group’s provisioning policies and/or whether there was evidence of management bias in provisioning, obtaining supporting evidence as necessary; and
- (iv) Challenged management as to whether the methodology applied in determining the bad debt provisions appropriately reflected the level of risk in the trade receivables balance, taking into account in particular the impact of the COVID-19 pandemic on student’s personal circumstances.

We did not encounter any material issues through these audit procedures that indicated that provisioning in respect of trade receivables was inappropriate.

Key audit matter

Accounting for the London Pension Fund Authority pension scheme (group and university)

See note 1 of the financial statements for the group and University’s disclosure of the related accounting policies and notes 22 and 28 for an analysis of the pension provisions recognised in the financial statements.

The university is a member of the London Pension Fund Authority’s pension fund (“LPFA”). The group recognises a net defined benefit liability in respect of the LPFA scheme of £145,074k (2020: £137,704k). This liability is calculated by an external actuary using the projected unit cost method and is a significant liability in the context of the group and university financial statements.

Defined pension scheme liabilities are material to the group and are affected by the value of the scheme’s underlying assets and the actuarial assumptions, such as discount rates, inflation and life expectancy, used to calculate the value of the pension liabilities. There is a range of assumptions that can be used by actuaries depending upon the individual circumstances of the scheme, and a change in the assumptions can have a significant financial impact on the year-end pension liability.

How our audit addressed the key audit matter

We engaged our internal actuarial experts to assist us with the audit of the scheme’s liabilities. Our procedures included:

- (i) comparing the key financial assumptions, including the discount rate used and future estimates of RPI and CPI to internally developed benchmarks;

- (ii) assessing the reasonableness of the assumptions used in calculating mortality assumptions; and
- (iii) considering how scheme’s actuary estimated the impact of specific events arising in the period.

We also evaluated how the scheme’s actuary calculated the share of plan assets attributable to the university and tested the underlying members data used to calculate the defined benefit pension liability.

We found all assumptions used to be reasonable with no material differences identified. We examined disclosures in the financial statements and consider these to be appropriate.

Key audit matter

Judgements associated with impairment over an investment in a subsidiary (university)

The university holds an investment in GDCC Newco (“G”) Limited for £18.2m at 31 July 2021 (FY20: £18.2m).

See note 1c) of the financial statements for the judgements applied by the university when originally accounting for this investment and note 16 (II) of the financial statements for details of the investment. GDCC Newco (“G”) Limited’s sole asset is its 100% shareholding in Greenwich Devonport Conference Centre Limited (“GDCC”), whose major business activity is its ownership of a lease on a property, Devonport House. This lease expires in 2032, but can be extended at the discretion of GDCC every five years until 2148.

It was previously sub-leased to another company (the “lessee”) who operated the property for its own commercial endeavours. During FY21 the sub-lease was terminated by the lessee. This acted as a triggering event of a potential impairment of the University’s investment in GDCC Newco (“G”) Limited.

How our audit addressed the key audit matter

To assess the valuation of the investment held by the university we have:

- (i) inspected reports provided by management’s valuation experts, Lambert Smith Hampton (“LSH”) on the leasehold property of Devonport Conference Centre and challenged the reasonableness of key assumptions, particularly in relation to:
 - a. the outlook for the London hotel sector for 2021 as Devonport House has been operating as a hotel under GDCC,
 - b. the considerations of an extended period of time through which the property will be left unoccupied,
 - c. the length of time it will take to re-establish as earnings in the London hotel market rebuild back to stabilised trading levels due the impact of COVID19, and
 - d. the capital expenditure required;
- (ii) tested the completeness of the source data provided to LSH through the valuation instructions, checking that a complete and accurate account of the institution’s estate was instructed to the valuer; and
- (iii) tested the accounting entries made by management.

In performing this work we engaged our in-house who assisted us in independently evaluating the work of the valuers.

We examined management’s assessments of the valuation of Devonport House and the university’s investment in GDCC and concluded that no impairments were required.

How we tailored the audit scope

We tailored the scope of our audit to ensure that we performed enough work to be able to give an opinion on the financial statements as a whole, taking into account the structure of the group and the university, the accounting processes and controls, and the industry in which they operate.

The university’s finance function is responsible for maintaining the accounts and records for the university and its four subsidiaries. Full scope audit procedures have been performed over the University by the group audit team, which is the only financially significant component. Specific audit procedures were also performed by the group audit team over certain balances in two of the subsidiaries. There are no separate component audit teams..

	Financial statements - group	Financial statements - university
Overall materiality	£2,310,190 (2020: £2,124,600).	£2,194,680 (2020: £2,018,370).
How we determined it	1% of total income	1% of total income, capped at 95% of overall group materiality
Rationale for benchmark applied	A key performance indicator for the group and this is a generally accepted measure to calculate overall materiality when auditing organisations with social objectives.	A key performance indicator for the university and this is a generally accepted measure to calculate overall materiality when auditing organisations with social objectives.

For each component in the scope of our group audit, we allocated a materiality that is less than our overall group materiality. The range of materiality allocated across components was £60,000 and £2,194,680. Certain components were audited to a local statutory audit materiality that was also less than our overall group materiality.

We use performance materiality to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds overall materiality. Specifically, we use performance materiality in determining the scope of our audit and the

Materiality

The scope of our audit was influenced by our application of materiality. We set certain quantitative thresholds for materiality. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures on the individual financial statement line items and disclosures and in evaluating the effect of misstatements, both individually and in aggregate on the financial statements as a whole.

Based on our professional judgement, we determined materiality for the financial statements as a whole as follows:

nature and extent of our testing of account balances, classes of transactions and disclosures, for example in determining sample sizes. Our performance materiality was 75% of overall materiality, amounting to £1,732,600 for the group financial statements and £1,646,250 for the university financial statements.

In determining the performance materiality, we considered a number of factors - the history of misstatements, risk assessment and aggregation risk and the effectiveness of controls - and concluded that an amount at the upper end of our normal range was appropriate.

We agreed with the Audit and Risk Committee that we would report to them misstatements identified during our audit above £115,500 (group audit) (2020: £106,200) and £109,750 (university audit) (2020: £100,890) as well as misstatements below those amounts that, in our view, warranted reporting for qualitative reasons.

Conclusions relating to going concern

Our evaluation of the Governing Body’s assessment of the group’s and the university’s ability to continue to adopt the going concern basis of accounting included:

- An evaluation of management’s detailed financial forecasts and going concern paper, challenging management’s assessment and the underlying models;
- Testing management’s underlying financial plans and liquidity forecasts, which cover the going concern assessment period. This included testing the integrity of the models and underlying data, as well as considering various sensitivities, including a severe but plausible downside scenario;
- Understanding the cash/liquidity headroom forecast through the going concern assessment period; and
- Testing the forecast covenant compliance at relevant points during the going concern assessment period.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group’s and the university’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the Governing Body’s use of the

going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the group’s and the university’s ability to continue as a going concern.

Our responsibilities and the responsibilities of the Governing Body’s with respect to going concern are described in the relevant sections of this report.

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors’ report thereon. The Governing Body is responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Strategic Report and Report of the Governing Body, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

Strategic Report and Report of the Governing Body

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic Report and Report of the Governing Body for the year ended 31 July 2021 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the group and university and their environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic Report and Report of the Governing Body.

Responsibilities for the financial statements and the audit

Responsibilities of the Governing Body for the financial statements

As explained more fully in the Statement of Responsibilities of the Governing Body for the Financial Statements, the Governing Body (who are also the directors of the university for the purposes of the Companies Act 2006) is responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The Governing Body is also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Governing Body is responsible for assessing the group's and the university's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going

concern basis of accounting unless the Governing Body either intends to liquidate the group or the university or to cease operations, or has no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) and ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the group and industry, we identified that the principal risks of non-compliance with laws and regulations related to the Office for Students initial and general ongoing condition of registration, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006 and the Office for Students' Accounts Direction (OfS 2019.41). We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of

controls), and determined that the principal risks were related to the posting of inappropriate journal entries and the manipulation of key accounting judgements and estimates. Audit procedures performed by the engagement team included:

- discussions with management, Internal Audit and the Audit and Risk Committee, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- identifying and testing journal entries using a risk-based targeting approach for unexpected account combinations;
- assessing and challenging assumptions and judgements made by management in determining significant account estimates, in particular in relation to the recoverability of trade receivables and the LPFA defined benefit pension accounting; and
- assessing financial statement disclosures, and testing to supporting documentation, for compliance with applicable laws and regulations.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Our audit testing might include testing complete populations of certain transactions and balances, possibly using data auditing techniques. However, it typically involves selecting a limited number of items for testing, rather than testing complete populations. We will often seek to target particular items for testing based on their size or risk characteristics. In other cases, we will use audit

sampling to enable us to draw a conclusion about the population from which the sample is selected.

A further description of our responsibilities for the audit of the financial statements in accordance with ISAs (UK) is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's and university's internal control .
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and university's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in

the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or university to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group and university to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group and university audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters.

We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Use of this report

This report, including the opinions, has been prepared for and only for the university's Governing Body as a body in accordance with section 124B of the Education Reform Act 1988 as amended by section 71 of the Further and Higher Education Act 1992 and Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Opinions on other matters prescribed in the Office for Student's Accounts Direction (OfS 2019.41)

In our opinion, in all material respects:

- funds from whatever source administered by the university for specific purposes have been properly applied to those purposes and, if relevant, managed in accordance with relevant legislation; and
- funds provided by the Office for Students, UK Research and Innovation (including Research England), the Education and Skills Funding Agency and the Department for Education have been applied in accordance with the relevant terms and conditions.

Under the Office for Students' Accounts Direction, we are required to report to you, if we have anything to report in respect of the following matters:

- The university's grant and fee income, as disclosed in note 4 to the financial statements, has been materially misstated; or
- The university's expenditure on access and participation activities for the financial year, as disclosed in note 10 to the financial statements, has been materially misstated.

We have no matters to report arising from this responsibility.

Companies Act 2006 exception reporting


Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not obtained all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the university, or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of directors' remuneration specified by law are not made; or
- the university financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

Appointment

Following the recommendation of the Audit and Risk Committee, we were appointed by the members on 25 February 2019 to audit the financial statements for the year ended 31 July 2019 and subsequent financial periods. The period of total uninterrupted engagement is 3 years, covering the years ended 31 July 2019 to 31 July 2021.



Jonathan Sturges
(Senior Statutory Auditor)
for and on behalf of
PricewaterhouseCoopers LLP
Chartered Accountants
and Statutory Auditors, London

25 November 2021

Consolidated and University Statement of Comprehensive Income and Expenditure

For the Year ended 31 July 2021

		Group		University	
		2021	2020	2021	2020
	Note	£'000	£'000	£'000	£'000
Income					
Tuition fees and education contracts	2	177,027	152,060	177,027	152,060
Funding body grants	3	20,395	19,948	20,395	19,948
Research grants and contracts	4	14,687	13,250	14,515	13,155
Other income	5	18,672	29,007	16,576	26,388
Investment income	6	84	500	112	531
Donations and endowments	7	154	154	1,608	1,578
Total income		231,019	214,919	230,233	213,660
Expenditure					
Staff costs	8	116,608	108,709	115,909	107,982
Severance costs	9	163	830	163	830
Other operating expenses	11	89,452	83,995	87,854	82,262
Depreciation and amortisation	13,14	8,180	7,103	8,013	6,936
Interest and other finance costs	12	7,328	7,634	7,907	8,327
Total expenditure		221,731	208,271	219,846	206,337
Surplus before other gains/(losses)		9,288	6,648	10,387	7,323
Gain on disposal of property		10,106	-	10,106	-
Gains/(losses) on investments		2,122	(445)	2,122	(445)
Currency translation losses		(636)	(157)	(636)	(157)
Surplus before tax		20,880	6,046	21,979	6,721
Taxation	29	-	-	-	-
Surplus for the year		20,880	6,046	21,979	6,721
Actuarial gain/(loss) in respect of pension schemes	28	6,474	(19,200)	6,474	(19,200)
Total comprehensive income/(expense) for the year		27,354	(13,154)	28,453	(12,479)
Represented by:					
Endowment comprehensive income/(expense) for the year		15	(1)	15	(1)
Restricted comprehensive expense for the year		(63)	(44)	(63)	(44)
Unrestricted comprehensive income/(expense)for the year		27,402	(13,109)	28,501	(12,434)
		27,354	(13,154)	28,453	(12,479)

All items of income and expenditure relate to continuing activities.
The accompanying notes and policies form part of these financial statements.

Consolidated and University Statement of changes in reserves

For the Year ended 31 July 2021

	Income and Expenditure Reserve				Total
	Endowment	Restricted	Unrestricted	Revaluation reserve	
	£'000	£'000	£'000	£'000	£'000
Consolidated					
Balance at 1 August 2019	1,064	408	55,572	47,676	104,720
(Deficit)/Surplus for the year after tax	(1)	(44)	6,091	-	6,046
Actuarial loss in respect of pension schemes	-	-	(19,200)	-	(19,200)
Transfers between revaluation and income and expenditure reserve	-	-	88	(88)	-
Total comprehensive expense for the year	(1)	(44)	(13,021)	(88)	(13,154)
Balance at 31 July 2020	1,063	364	42,551	47,588	91,566
Surplus/(Deficit) for the year after tax	15	(63)	20,928	-	20,880
Actuarial gain in respect of pension schemes	-	-	6,474	-	6,474
Transfers between revaluation and income and expenditure reserve	-	-	88	(88)	-
Total comprehensive income/(expense) for the year	15	(63)	27,490	(88)	27,354
Balance at 31 July 2021	1,078	301	70,041	47,500	118,920
University					
Balance at 1 August 2019	1,064	408	48,670	47,676	97,818
(Deficit)/Surplus for the year after tax	(1)	(44)	6,766	-	6,721
Actuarial loss in respect of pension schemes	-	-	(19,200)	-	(19,200)
Transfers between revaluation and income and expenditure reserve	-	-	88	(88)	-
Total comprehensive expense for the year	(1)	(44)	(12,346)	(88)	(12,479)
Balance at 31 July 2020	1,063	364	36,324	47,588	85,339
(Deficit)/Surplus for the year after tax	15	(63)	22,027	-	21,979
Actuarial gain in respect of pension schemes	-	-	6,474	-	6,474
Transfers between revaluation and income and expenditure reserve	-	-	88	(88)	-
Total comprehensive income/(expense) for the year	15	(63)	28,589	(88)	28,453
Balance at 31 July 2021	1,078	301	64,913	47,500	113,792

The accompanying notes and policies form part of these financial statements.

Consolidated and University Balance Sheet

For the Year ended 31 July 2021

		Group		University	
	Note	2021	2020	2021	2020
		£'000	£'000	£'000	£'000
Non-current assets					
Intangible assets	13	3,408	1,370	3,408	1,370
Tangible assets	14	291,205	290,598	273,173	272,399
Investments	16	38	38	38	38
Investment in subsidiaries	16	-	-	18,200	18,200
		<u>294,651</u>	<u>292,006</u>	<u>294,819</u>	<u>292,007</u>
Current Assets					
Stock	17	18	40	18	40
Trade and other receivables	18	20,367	13,163	20,129	12,993
- amounts falling due after more than one year	18	-	-	3,644	4,393
Investments	19	26,668	24,538	26,668	24,538
Cash and cash equivalents	26	105,737	62,612	105,258	62,408
		<u>152,790</u>	<u>100,353</u>	<u>155,717</u>	<u>104,372</u>
Less: Creditors: amounts falling due within one year	20	(78,429)	(55,542)	(80,046)	(57,686)
Net current assets		<u>74,361</u>	<u>44,811</u>	<u>75,671</u>	<u>46,686</u>
Total assets less current liabilities		<u>369,012</u>	<u>336,817</u>	<u>370,490</u>	<u>338,693</u>
Creditors: amounts falling due after more than one year	21	(95,899)	(99,456)	(102,505)	(107,559)
Provisions					
Pension provisions	22	(146,970)	(143,524)	(146,970)	(143,524)
Other provisions	23	(7,223)	(2,271)	(7,223)	(2,271)
Total net assets		<u>118,920</u>	<u>91,566</u>	<u>113,792</u>	<u>85,339</u>
Restricted Reserves					
Income and expenditure reserves:					
- endowment reserve	24	1,078	1,063	1,078	1,063
- restricted reserve	25	301	364	301	364
Unrestricted Reserves					
Income and expenditure reserve - unrestricted		217,011	186,075	211,883	179,848
Pension reserve	22	(146,970)	(143,524)	(146,970)	(143,524)
Revaluation Reserve		<u>47,500</u>	<u>47,588</u>	<u>47,500</u>	<u>47,588</u>
Total Reserves		<u>118,920</u>	<u>91,566</u>	<u>113,792</u>	<u>85,339</u>

The accompanying notes and policies form part of these financial statements.

The Financial Statements on pages 76 to 119 were approved by the Governing Body on 24 November 2021 and signed on its behalf by:

Professor Jane Harrington
Vice-Chancellor

Bronwyn Hill CBE
Chair of Governing Body

Consolidated Statement of Cash Flows

For the Year ended 31 July 2021

	Note	2021	2020
		£'000	£'000
Cash flow from operating activities			
Surplus before tax		20,880	6,046
Adjustment of non-cash items :-			
Depreciation and amortisation	13, 14	8,180	7,103
Gain on disposal of property		(10,106)	-
Decrease in stock	17	22	24
(Increase)/decrease in debtors	18	(7,387)	2,031
Increase/(Decrease) in creditors		20,900	(7,115)
Increase in pension provision (excluding actuarial gain)	22	9,920	7,417
(Decrease)/increase in provisions	23	(700)	513
Impairment loss	14	-	2,970
Adjustment for investing or financing activities:-			
(Gains)/loss on investments		(2,122)	445
Currency translation losses		636	157
Capital grant income		(748)	(1,022)
Investment income	6	(84)	(500)
Interest payable	12	5,180	5,335
Donations and endowments	7	(154)	(154)
Net cash inflow from operating activities		<u>44,417</u>	<u>23,250</u>
Cash flows from investing activities			
Proceeds from the sale of tangible assets		20,000	-
Payments made to acquire tangible and intangible assets		(14,292)	(14,761)
New deposits		(7)	(40)
Investment income		84	500
		<u>5,785</u>	<u>(14,301)</u>
Cash flows from financing activities			
Interest paid - Bond	12	(788)	(865)
Interest element of service concession payments		(4,392)	(4,470)
Repayments of amounts borrowed		(1,261)	(1,188)
		<u>(6,441)</u>	<u>(6,523)</u>
Translation losses on currency bank accounts		(636)	(157)
Increase in cash and cash equivalents in the year	26	<u>43,125</u>	<u>2,269</u>
Cash and cash equivalents at the beginning of the year		62,612	60,343
Cash and cash equivalents at the end of the year		<u>105,737</u>	<u>62,612</u>
Increase in cash and cash equivalents in the year		<u>43,125</u>	<u>2,269</u>

The accompanying notes and policies form part of these financial statements

Notes to the Financial Statements

1. Principal Accounting Policies

a) **Basis of preparation and accounting**

These financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education (2019), Financial Reporting Standard (FRS) 102 and the Office for Students Regulatory advice 9: Accounts direction for periods beginning on or after 1 August 2019.

The financial statements have been prepared on a going concern basis informed by the University's future financial forecasts taking account of possible changes in performance. In arriving at its assessment, the Governors have reviewed forecasts covering a period of 16 months from the balance sheet date. The forecasts considered best, moderate and severe case scenarios that the university could face over the period assessed. The moderate and severe scenarios assumed various sensitivities such as falls in income and increases in costs. Falls in income focussed on overseas tuition fees, accommodation income, and increases in costs were assumed specifically in employer pensions contributions. In concluding, the university has a strong cash position at the balance sheet date and adequate resources to ensure the future operation of the university. The financial statements have been prepared in accordance with the historical cost convention, modified by the revaluation of land on transition to FRS 102. The functional currency is GBP Sterling.

The University has taken advantage of the exemption under paragraph 1.12 of FRS 102 for qualifying entities from preparing its own cash flow statement.

b) **Basis of consolidation**

Consolidated financial statements have been prepared for the University and its subsidiaries Greenwich Property Limited, Greenwich University Enterprises Limited, GDCC Newco ("G") Limited and Greenwich Devonport Conference Centre Limited. Intra-group income, costs and financial assets/liabilities are eliminated on consolidation.

The activities of the Students' Union University of Greenwich have not been consolidated with those of the University, as the University does not have sufficient control and significant influence over policy decisions to warrant consolidation.

c) **Use of estimates and judgements**

The preparation of the Group's financial statements requires the use of certain judgements, estimates and assumptions that determine the reported amounts of assets, liabilities and expenses. Estimates and judgements are based on historical experience and other factors, including expectation of future events that are believed to be reasonable under the circumstances.

The items in the financial statements where judgements and estimates have been made include:

Judgements

- Service concessions are recognised as such in line with FRS 102. In 1996 the University paid Greenwich Property Limited (GPL), a subsidiary company, for the lease of the Avery Hill Student Village for a term of 125 years, and for the provision of facilities management services for a period of 30 years. Judgement has been used to record this as an asset sale and a prepayment, with the prepayment being recognised as turnover equally spread over the 30-year term. A loan made in 1996 by GPL to the University at 8% interest is

recorded as such in both the University and GPL accounts, with the interest treated as an interest expense by the University, and as interest income by GPL.

- The University's subsidiary GDCC Newco ("G") Limited and its wholly owned subsidiary Greenwich Devonport Conference Centre Limited (GDCC) has been treated as the acquisition of assets and liabilities rather than a business. The amount paid to acquire the companies has been allocated to the trading assets and liabilities held by the companies with the residual amount (£21.5m) treated as the amount paid to acquire the lease held by GDCC which permits it to use part of Devonport House. The leasehold interest acquired is capitalised within non-current tangible assets, which is in line with the Group's long term intentions of utilising the asset. The acquisition took place in 2018/19 and the judgement remains. During the year to 31 July 2021, the management agreement GDCC held with a hotel operator was terminated. The group valuation is discussed below in the estimates section.

Estimates

- Defined benefit pension liability - the University has made key assumptions (refer to note 28) in conjunction with the schemes' actuaries which have been used in the calculation of the defined benefit liability. In relation to the LPFA pension provision, some approximate sensitivities are considered;
 - Discount rate +/- 0.1% would affect the provision by £8.0m
 - Long term salary increases +/- 0.1% would affect the provision by £0.7m
 - Pension increases +/- 0.1% would affect the provision by £7.2m
 - Adjustment to life expectancy + 1 year would increase the provision by £18.6m whereas a decrease of -1 year would decrease the provision by £7.1m

- The University's valuation of its interest in Devonport House is on the basis of future projected cashflows, which has been independently prepared by a professional surveyor. The cashflows include a Covid-19 re-establishment period of 2.5 years. A change in the re-establishment period of +/- 1 year would affect the valuation by approximately £1.8m.
- Bad debt provision – the University has made an estimate on the recoverability of both student and commercial debtors based on historical experience and external factors prevailing at the balance sheet date.

d) **Income recognition**

Income from the sale of goods or services is credited to the Statement of Comprehensive Income and Expenditure when the goods or services are supplied to the external customers or the terms of the contract have been satisfied.

Tuition fee income is stated gross of any expenditure which is not a discount and is recognised in the Statement of Comprehensive Income and Expenditure to reflect the delivery of teaching to students over the period of the tuition to which the fee relates. This includes short course income, and income from International Partner Colleges. Bursaries and scholarships are accounted for as expenditure and not deducted from income.

Income from education contracts is recognised in the Statement of Comprehensive Income and Expenditure in the period to which it relates, to reflect the delivery of teaching to students. Investment income from short-term deposits is credited to the Statement of Comprehensive Income and Expenditure on a receivable basis. Other income, which includes income relating to residences and catering, and consultancy, is recognised in the Statement of Comprehensive Income and Expenditure when the services

	<p>have been supplied to the customers or the terms of the contract have been satisfied. With specific relation to accommodation, which forms part of the residences and catering income, income is recognised in the Statement of Comprehensive Income and Expenditure when the University reasonably expects payment, i.e. at the point an invoice is raised. Any subsequent fees waived are recognised as an expense.</p> <p>Funds the University receives and disburses as paying agent on behalf of a funding body are excluded from the Statement of Comprehensive Income and Expenditure where the University is exposed to minimal risk or enjoys minimal economic benefit related to the transaction.</p>	<p>Comprehensive Income and Expenditure when the University is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is deferred on the Balance Sheet and released to the Statement of Comprehensive Income and Expenditure in line with such conditions being met.</p> <p>Projected losses on onerous long-term contracts, where income on a long-term contract is expected to be below the cost of provision, are recognised immediately in the Statement of Comprehensive Income and Expenditure.</p>
e) Grant funding	<p>Government grant funding, including funding council and Government research grants, is recognised in the Statement of Comprehensive Income and Expenditure over the periods over which the University recognises the related costs for which the grant is intended to fund. Where part of a Government grant is deferred it is recognised as deferred income within creditors and allocated between creditors due within one year and due after more than one year, as appropriate based on the period in which it is expected to be recognised.</p> <p>The University had a number of staff on furlough leave and had made a claim to the Government's Coronavirus Job Retention Scheme in August 2020. Subsequent to the claim a decision has been made to repay the monies, given the operating surplus for the year. As such this grant has not been recognised as income during the year to 31 July 2020 or 31 July 2021.</p> <p>Other grants and donations from non-government sources (including research grants), are recognised in the Statement of</p>	<p>f) Donations and endowments</p> <p>Donations and endowments are non-exchange transactions with or without performance related conditions and/or restrictions. (Non-exchange transactions are defined as where an entity receives value from another entity without directly giving approximately equal value in exchange.) Donations and endowments with donor-imposed restrictions are recognised in income when the University is entitled to the funds, the receipt is probable and can be measured reliably. Income is retained within a restricted reserve until such time that it is utilised in line with such restrictions at which point the income is released to general reserves.</p> <p>Donations with no restrictions are recorded within income when the University is entitled to the funds, the receipt is probable and can be measured reliably.</p> <p>Investment income and appreciation of endowments is recorded in income in the year in which it arises and as either restricted or unrestricted income according to the terms of the individual endowment fund.</p> <p>Donations and endowments with restrictions are classified as restricted reserves with</p>

	<p>additional disclosure provided within the notes to the financial statements.</p> <p>There are four main types of donations and endowments with restrictions:</p> <ol style="list-style-type: none"> 1. Restricted donations – the donor has specified that the donation must be used for a particular objective. 2. Unrestricted permanent endowments – the donor has specified that the fund is to be permanently invested to generate an income stream for the general benefit of the University. 3. Restricted expendable endowments – the donor has specified a particular objective other than the purpose or construction of tangible fixed assets, and the University can convert the donated sum into income. 4. Restricted permanent endowments – the donor has specified that the fund is to be permanently invested to generate an income stream to be applied to a particular objective. 	<p>i) Employment benefits</p> <p>Short term employment benefits such as salaries and compensated absences are recognised as an expense in the year in which employees render service to the University. Any unused benefits are accrued and measured as the additional amount the University expects to pay as a result of the unused entitlement.</p> <p>j) Fixed assets</p> <p>Fixed assets are stated at cost/deemed cost less accumulated depreciation and accumulated impairment losses. The Group took advantage of the transitional provisions within section 35 of FRS 102. The cost of land that has been revalued on 1 August 2014 is measured on the basis of deemed costs, being the revalued amount at the date of that revaluation having taken advantage of the transitional relief in section 35 of FRS 102.</p> <p>k) Land and buildings</p> <p>The University has not adopted a policy of annual revaluations. Freehold land is not depreciated as it is considered to have an indefinite useful life. Freehold buildings are depreciated on a straight line basis over their expected useful economic life to the University of 50 years. The fair value on the acquisition of leasehold land and buildings is amortised on a straight line basis over the period of the lease.</p> <p>Major capital additions/refurbishments to freehold and leasehold buildings are amortised on a straight line basis over periods up to 50 years; other refurbishments and improvements to buildings are depreciated on a straight line basis over 10 years. Temporary (prefabricated) buildings are depreciated on a straight line basis over 7 years. Where a major capital addition/refurbishment extends the useful economic life of a building, the capital cost of the addition/refurbishment together with the book value of the existing asset are depreciated on a straight line basis over the new expected useful</p>
g) Capital grants	<p>Government capital grants are recognised in income over the expected useful life of the asset in accordance with the accruals model. Non-government capital grants are recognised in income when the University is entitled to the funds subject to any performance related conditions being met.</p>	
h) Foreign currencies	<p>Transactions in foreign currencies are translated to the respective functional currencies of Group entities at the foreign exchange rate ruling at the date of the transaction. Foreign exchange differences arising on translation are recognised in the Statement of Comprehensive Income and Expenditure. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are translated to the functional currency at the foreign exchange rate ruling at that date and are recognised in the Total Comprehensive Income for the year.</p>	

economic life of the building.

Assets are assessed for indicators of impairment at each balance sheet date. If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Comprehensive Income and Expenditure.

Assets are considered to be impaired if their recoverable value is less than book value.

Buildings under construction are accounted for at cost, based on the value of architects' certificates and other direct costs incurred to the balance sheet date. They are depreciated once available for use.

Equipment and vehicles

Equipment costing less than £6,000 per individual item is written off to the Statement of Comprehensive Income and Expenditure in the year of acquisition. All other equipment is capitalised at cost.

Capitalised equipment is depreciated on a straight line basis over its useful economic life, as follows:

Equipment	5 years
Vehicles	5 years
Equipment acquired for specific research or other projects	project life

Equipment purchased by the University on behalf of clients, for use on projects commissioned by them, is written off as an expense in the year of purchase where the client retains an interest in the equipment and the right to give instructions on its disposal when it is no longer required.

Intangible assets

Intangible assets consist of computer and network software and their associated incremental costs of implementation and are amortised over ten years representing the estimated economic life of the assets.

n) **Finance leases**

Leases in which the University assumes substantially all the risks and rewards of ownership of the leased asset are classified as finance leases.

Leased assets acquired under finance lease and associated lease liability are stated at the lower of fair value and the present value of the minimum lease payments at inception of the lease. Lease assets are then depreciated over the shorter of the useful life of the asset or the length of the lease, less any impairment losses.

Lease payments are apportioned between the finance charge and the reduction of the outstanding liability. The finance charge is allocated to each period during the lease term to produce a constant periodic rate of interest on the remaining balance of the liability.

o) **Operating leases**

Costs in respect of operating leases are charged on a straight line basis over the lease term. Any lease premiums or incentives are spread over the lease term.

p) **Service concession arrangements**

Fixed assets held under service concession arrangements are recognised on the Balance Sheet at the present value of the minimum lease payments when the assets are brought into use with a corresponding financial liability. The asset is then depreciated on a straight line basis over the term of the service concession (note 15).

Payments under service concession arrangements are allocated between service costs, finance charges and financial liability repayments to reduce the financial liability to nil over the life of the arrangement.

In 1996, through its subsidiary company, Greenwich Property Limited (GPL), the University entered into a service concession arrangement with a contractor for the construction of a student's residence, and the

	provision of facilities management services for those premises for a period of 30 years. Under the terms of the scheme the contractor raised the finance for the construction of buildings, which were subsequently let on a long lease to GPL. As part of these arrangements the University paid £35.4m to its subsidiary company for an occupational lease of 30 years, and the subsidiary company made a loan of £34.6m to the University repayable in variable amounts, over a 30-year period. These transactions are reflected in the Accounts for the University itself and GPL as a service concession and are offset in the Consolidated Statement of Comprehensive Income and Expenditure. The Consolidated Balance Sheet therefore includes the buildings as a fixed asset with a consequential, and matching, long-term creditor.		specific to the liability. A contingent liability arises from a past event that gives the University a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the University. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.
			A contingent asset arises where an event has taken place that gives the University a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the University.
			Contingent assets and liabilities are not recognised in the Balance Sheet but are disclosed in the notes.
		s)	Cash and cash equivalents Cash includes cash in hand, deposits repayable on demand (and overdrafts). Deposits are repayable on demand if they are in practice available within 24 hours without penalty. Cash equivalents are short term liquid investments, readily convertible to known amounts of cash with insignificant risk of change in value. These include term deposits and other instruments held as part of the University's treasury management activities. They exclude any such assets held as Endowment Asset Investments.
		t)	Taxation The University is an exempt charity within the meaning of Part 3 of the Charities Act 2011 and as such is a charity within the meaning of Para 1 Schedule 6 to the Finance Act 2010. Accordingly, the University is potentially exempt
	provision of facilities management services for those premises for a period of 30 years. Under the terms of the scheme the contractor raised the finance for the construction of buildings, which were subsequently let on a long lease to GPL. As part of these arrangements the University paid £35.4m to its subsidiary company for an occupational lease of 30 years, and the subsidiary company made a loan of £34.6m to the University repayable in variable amounts, over a 30-year period. These transactions are reflected in the Accounts for the University itself and GPL as a service concession and are offset in the Consolidated Statement of Comprehensive Income and Expenditure. The Consolidated Balance Sheet therefore includes the buildings as a fixed asset with a consequential, and matching, long-term creditor.	q)	Investments Non-current asset investments are not listed investments and their fair value cannot be readily determined. Therefore, they are held on the Balance Sheet at amortised cost less impairment. Current asset investments are held at fair value with movements recognised in the Statement of Comprehensive Income and Expenditure below surplus for the year after tax.
		r)	Provisions, contingent liabilities and contingent assets Provisions are recognised where the University, as a result of a past event, has a present legal or constructive obligation, it is probable that a transfer of economic benefit will be required to settle the obligation and a reliable estimate can be made of the obligation. The amount recognised as a provision is determined by discounting the expected future cash flows at a pre-tax rate that reflects risks

	from taxation in respect of income or capital gains received within categories covered by sections 478–488 of the Corporation Tax Act 2010 (CTA 2010) or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied to exclusively charitable purposes. The University receives no similar exemption in respect of VAT. The University’s subsidiary companies are subject to corporation tax and VAT in the same way as any commercial organisation.	Actuarial gains and losses are included in Other Comprehensive Income.
u)	<p>Accounting for retirement benefits</p> <p>The two main pension schemes for the University’s staff are the Teachers’ Pension Scheme (TPS) and the London Pension Fund Authority (LPFA), both defined benefit schemes. The LPFA is externally funded, whilst the TPS is unfunded. The LPFA is valued every three years and the TPS not less than every four years by professionally qualified independent actuaries.</p> <p>The LPFA scheme is accounted for as a defined benefit scheme in accordance with FRS 102. Under a defined benefit scheme, the University’s obligation is to provide the agreed benefits to current and former employees, and actuarial risk (that benefits will cost more or less than expected) and investment risk (that returns on assets set aside to fund the benefits will differ from expectations) are borne, in substance, by the University. This defined benefit liability is measured as the estimated amount of benefit that employees have earned in return for their service in the current and prior periods, discounted to determine its present value, less the fair value (at bid price) of plan assets. The calculation is performed by the scheme actuary using the projected unit credit method. Where the calculation results in a net asset, recognition of the asset is limited to the extent to which the University is able to recover the surplus either through reduced contributions in the future or through refunds.</p>	<p>The TPS is an unfunded scheme and as it is not possible to identify separately each institution’s share of the underlying liabilities, it is treated as a defined contribution scheme under FRS102.</p> <p>The University is also a member of the Universities Superannuation Scheme, a multi-employer scheme where it is not possible to identify the University’s share of assets and liabilities and which is currently in deficit with an agreed deficit recovery plan, for a small number of employees. In accordance with FRS102, an institution belonging to a multi-employer pension scheme with a deficit recovery plan must provide for its contractual obligation to fund its share of the deficit.</p>
v)		<p>Secured loan – bond</p> <p>The University has an obligation in respect of a 30 year £30m Secured Bond issued in 1998. Its accounting policy in respect of this financial liability is initial recognition at its fair value and subsequent measurement at amortised cost, with any difference between the initial carrying value and the redemption value recognised in the Statement of Comprehensive Income and Expenditure over 30 years using the effective interest method.</p>
w)		<p>Financial instruments</p> <p>Financial assets and liabilities are accounted for in accordance with section 11 of FRS 102 (Basic Financial Instruments). The University has no non-basic financial instruments.</p> <p>The Group’s financial instruments comprise equity investments (including investment funds), loans and receivables, cash and cash equivalents, trade payables and borrowings. All financial assets are recognised when the Group becomes a party to the contractual provisions of the instrument, and are</p>

	measured at amortised cost using the effective interest method, with the exception of equity investments (including investment funds) which are measured at fair value through the Statement of Comprehensive Income and Expenditure, in accordance with section 11 of FRS 102.	x)	<p>Medway School of Pharmacy</p> <p>The University has an agreement with the University of Kent with respect to the Medway School of Pharmacy, sharing revenue and costs equally. In accordance with FRS 102 paragraph 15.7 this arrangement has been accounted for as a Jointly Controlled Asset reflecting the University’s share of the assets, liabilities and results for the year within the financial statements.</p>
	<p>Receivables and inter-company loans are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market, and are measured subsequent to initial recognition at amortised cost less provision for impairment. Any change in their value through impairment or reversal of impairment is recognised in the Statement of Comprehensive Income and Expenditure.</p> <p>Provision against trade receivables is made when there is objective evidence that the Group will not be able to collect all amounts due to it in accordance with the original terms of those receivables. The amount of the write-down is determined as the difference between the asset’s carrying amount and the present value of estimated future cash flows.</p> <p>Financial liabilities are obligations to pay cash or other financial assets and are recognised when the Group becomes a party to the contractual provisions of the instrument.</p> <p>Financial liabilities are recorded at amortised cost using the effective interest method, with interest-related charges recognised as a finance expense in the Statement of Comprehensive Income and Expenditure. Finance charges, including premiums payable on settlement or redemption and transaction costs, are charged to the Statement of Comprehensive Income and Expenditure on an accruals basis using the effective interest method and are added to the carrying amount of the instrument to the extent that they are not settled in the period in which they arise.</p>	y)	<p>Reserves</p> <p>Reserves are allocated between restricted and unrestricted reserves. Restricted endowment reserves include balances which, through endowment to the University, are held as a permanently restricted fund.</p> <p>Other restricted reserves include balances for which the donor has designated a specific purpose and hence the University is restricted in the use of these funds.</p>
		z)	<p>Segmental analysis</p> <p>No segmental analysis is provided in the financial statements as there are no meaningful operating segments for which bottom line accountability rests with chief operating decision makers; this is with reference to the University’s core activities of teaching and research where there is considerable overlap, the organisation of and accountability for its faculty operations, and its geographical activities (international academic partnerships).</p>

2. Tuition fees and education contracts

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Full-time home and EU students	119,110	105,281	119,110	105,281
Part-time home and EU students	2,355	5,383	2,355	5,383
Overseas students	54,113	38,943	54,113	38,943
	175,578	149,607	175,578	149,607
Health Service contract	1,449	2,453	1,449	2,453
	177,027	152,060	177,027	152,060

3. Funding body grants

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
OfS:-				
Recurrent grant	9,468	10,020	9,468	10,020
Specific grants	2,255	1,192	2,255	1,192
Reimbursement of inherited liabilities	371	350	371	350
Deferred grant income	787	1,001	787	1,001
Research England:-				
Recurrent grants	4,637	4,153	4,637	4,153
Specific grants	2,642	3,034	2,642	3,034
Department for Education:-				
Recurrent grant	216	198	216	198
Other	19	-	19	-
	20,395	19,948	20,395	19,948

4. Research grants and contracts

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Research Councils	5,655	4,483	5,655	4,483
UK charities	416	394	416	394
UK government and health authorities	603	882	603	882
UK other	619	1,048	577	1,031
European Commission	2,765	1,681	2,765	1,681
EU charities	39	26	39	24
EU other	778	311	648	309
Non-EU charities	3,076	3,680	3,076	3,606
Non-EU other	736	745	736	745
	14,687	13,250	14,515	13,155

The source of grant and fee income, included in notes 2 to 4 is as below and follows the OfS defined categories:

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Grant and Fee income				
Grant income from the OfS	12,881	15,160	12,881	15,160
Grant income from other bodies	13,169	9,271	13,169	9,271
Fee income for taught award	167,293	140,417	167,293	140,417
Fee income for research awards	1,296	1,314	1,296	1,314
Fee income from non-qualifying courses	8,438	10,329	8,438	10,329
Total grant and fee income	203,077	176,491	203,077	176,491

5. Other income

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Student residences and catering	10,534	17,417	10,459	17,164
Other revenue grants	4,003	7,518	3,006	6,313
Other income	4,135	4,072	3,111	2,911
	18,672	29,007	16,576	26,388

6. Investment income

Return on endowment funds
Other investment income

Group		University	
2021	2020	2021	2020
£'000	£'000	£'000	£'000
7	7	7	7
77	493	105	524
84	500	112	531

7. Donations and endowments

Donations with restrictions

Group		University	
2021	2020	2021	2020
£'000	£'000	£'000	£'000
154	154	1,608	1,578
154	154	1,608	1,578

8. Staff costs

(i) Staff Costs

Salaries
Social Security costs
Pension costs

Group		University	
2021	2020	2021	2020
£'000	£'000	£'000	£'000
83,553	79,235	83,047	78,649
8,704	8,423	8,619	8,361
24,351	21,051	24,243	20,972
116,608	108,709	115,909	107,982

(ii) Average staff numbers by major category

Academic and research
Administrative & technical support
Premises
Student residences

Group		University	
No.	No.	No.	No.
1,142	1,052	1,136	1,040
1,179	1,124	1,169	1,118
-	20	-	20
-	14	-	13
2,321	2,210	2,305	2,191

Staff numbers are calculated as an average full time equivalent and pro-rated by the proportion of the relevant year worked.

In the year to 31 July 2021, premises and student residences staff have transferred to our integrated facilities management partner.

Remuneration of higher paid staff, excluding employer's pension contributions were:

	2021	2020
	No.	No.
£100,000 - £104,999	4	2
£105,000 - £109,999	2	2
£110,000 - £114,999	-	1
£115,000 - £119,999	1	1
£120,000 - £124,999	2	-
£125,000 - £129,999	2	2
£130,000 - £134,999	2	3
£135,000 - £139,999	-	-
£140,000 - £144,999	1	-
£145,000 - £149,999	1	-
£150,000 - £154,999	-	1
£155,000 - £159,999	-	-
£235,000 - £239,999	-	-
£240,000 - £244,999	1	-

The emoluments of the highest paid director (Vice-Chancellor) were:

Professor Jane Harrington (from 01 August 2020 to 31 July 2021):

	2021	2020
	£'000	£'000
Salary	240	159
Taxable healthcare benefit	2	1
	242	160
Employers pension contribution	57	38
	299	198

*In the year to 31 July 2020, Professor Jane Harrington's salary covered the period from December 2019 to July 2020.

Professor David Maguire (from 01 August 2019 to 31 December 2019):

	2021	2020
	£'000	£'000
Salary	-	102
Taxable benefit	-	-
	-	102
Employers pension contribution	-	-
	-	102

The Vice Chancellor's basic salary is 6.59 (2020:

6.16) times the median pay of staff, where the

median pay is calculated on a full-time equivalent basis for the salaries paid by the University to its staff. The equivalent multiple for the previous year's outgoing Vice Chancellor, David Maguire, in 2020 was 6.28.

The Vice Chancellor's total remuneration is 6.96 (2020: 6.65) times the median total remuneration of staff, where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the University to its staff. The equivalent multiple for the prior year's outgoing Vice Chancellor, David Maguire, in 2020 was 5.46. The outgoing Vice Chancellor was not in receipt of pension contributions, explaining the lower total remuneration.

The University's operating context and performance in 2020/21 are described in detail in the strategic report. Senior staff remuneration is set in the context of an institution which is one of the largest higher education providers in London, with an annual turnover of £231.0m, over 24,500 UK students, over 15,000 students in international partnerships and over 2,000 staff, with activities across three campuses in London and Kent. Like other modern universities, the University operates in a highly competitive student recruitment environment. Major risks include uncertainty over the future government funding model for higher education, risks to international student recruitment, inflationary pressures (including on staff pay) and pension scheme deficits. Significant achievements during the year included meeting and exceeding student recruitment targets, resulting in a higher than forecast operating surplus of £9.3m (4.0% of total income) available to support future investment; the approval of This Is Our Time, the University's 2021-2030 strategic plan, following extensive engagement with students, staff and Governors; the resumption of on-campus teaching in a Covid-19 Safe manner when permitted to do so by government guidance, with no significant Covid-19 outbreaks among students or staff; the opening

of a new library at Avery Hill, the conclusion of the sale of the Mansion Site, and the termination of the management agreement for the Devonport House hotel and conference centre, enabling the building to be used for teaching purposes.

The University's Remuneration Committee agreed in December 2020 not to offer any pay awards for 2020/21 to the Vice-Chancellor and other senior staff who are subject to the University's Senior Staff Remuneration Framework. The Committee noted that the Universities and Colleges Employers Association (UCEA) had offered no uplift in pay in the negotiations on the 2020/21 pay round in light of the financial impact of the Covid-19 pandemic on the sector and the continuing uncertainty caused by the pandemic. This had been reflected in the University. No annual increase in pay had been offered to staff whose pay was subject to collective bargaining (salary increments were unaffected), and the Professorial Pay Award and Senior Management Pay Award processes had been suspended. In light of this, it was not proposed to offer any increase in pay for 2020/21 to senior staff whose remuneration was determined by the Senior Staff Remuneration Framework. The Vice-Chancellor's salary in 2020/21 was therefore the same as her annual equivalent salary (£240k) in 2019/20.

The Committee considers the remuneration of the Vice-Chancellor for 2020/21 to be fair, appropriate and justifiable, given the University's operating context and performance outlined earlier.

Further information about decisions made in relation to senior staff remuneration in 2020/21 is provided in the Remuneration Committee's 2020/21 Remuneration Annual Report and Statement, (<https://www.gre.ac.uk/hr/pay-and-pensions>).

(iv) Governors (excluding Vice-Chancellor)

No Governors received remuneration from the University in the year for serving in their capacity as Governors. Total expenses of £129 were paid on behalf of one Governor (2020: £494 for three Governors) in their capacity as Governors.

The University operates interest-free loan schemes, available to all employees, for the purchase of travel season tickets and computers. No loans were made to Governors during the course of the year (2020: None).

(v) Key management personnel

Key management personnel are those members of the executive having authority and responsibility

for planning, directing and controlling the activities of the University.

Key management personnel of the University are members of the Vice-Chancellors Group comprising the Vice-Chancellor, Deputy Vice-Chancellors, Pro Vice-Chancellors, Chief Operating Officer, Chief Financial Officer, University Secretary and Director of Human Resources. There were 12 (2020: 11.17) full time equivalent key management personnel in the year. Their remuneration including employer national insurance and superannuation costs is included in Staff Costs (note 8), with overall costs as follows:

	2021	2020
	£'000	£'000
Key management personnel remuneration	1,917	2,003

9. Severance Costs

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Severance costs	163	830	163	830
	163	830	163	830

Severance terms were agreed with 13 former staff members in the year (2020: 51).

10. Access and Participation Expenditure

The total costs associated with the University's Access and Participation Plan (APP) are listed:

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Access Investment	1,713	1,647	1,713	1,647
Financial Support	1,662	1,194	1,662	1,194
Disability Support	730	682	730	682
Research and Evaluation	160	153	160	153
	4,265	3,676	4,265	3,676

Of this expenditure £2.068m (2020: £2.043m) relates to staff costs and is included within note 8. The staff time is an apportionment based upon time spent on the various APP interventions. The remaining costs are included within other operating expenditure in note 11.

11. Other operating expenses

Surplus before other gains is stated after charging:

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Other operating expenses				
Fees to other colleges	5,980	6,957	5,980	6,957
Student recruitment	14,020	8,529	14,020	8,529
Books and periodicals	1,634	1,484	1,634	1,483
Consumables and laboratory expenditure	2,683	1,833	2,683	1,699
Computers, software, and IT maintenance contracts	5,925	3,647	5,925	3,628
Bursaries and scholarships	4,377	4,333	4,377	4,317
Students' union subvention grant	1,833	1,977	1,833	1,977
Residence, catering, and conferences	10,667	11,005	9,067	9,133
Accommodation fees waived	-	3,246	-	3,246
Rents, service charges, rates and insurance	3,835	3,621	3,835	3,621
Electricity, gas and water	2,617	2,848	2,617	2,848
Building maintenance and repair	8,757	5,440	8,757	5,417
Security	2,001	2,389	2,001	2,387
Cleaning, caretaking and waste management	4,478	2,319	4,478	2,319
Publicity and advertising	2,223	1,644	2,223	1,636
Research and consultancy	1,105	3,349	1,105	3,349
Subcontractors' fees and expenses	3,960	4,457	3,960	4,457
Printed communication	424	676	424	676
Telephone and other communication costs	438	391	438	391
Legal and professional fees	1,576	901	1,576	901
Non-contracted and agency staff	1,708	2,814	1,708	2,809
Staff recruitment	588	345	588	345
Consultancy fees	1,820	1,362	1,820	1,307
Staff development	696	543	696	539
Subscriptions	1,662	1,161	1,662	1,155
Travel and subsistence	85	1,206	85	1,164
Transportation	1,633	1,541	1,633	1,541
Furniture and equipment	1,046	481	1,046	481
Impairment in fair value of property	-	2,970	-	3,296
Pension increase payment	323	340	323	340
Other expenses	1,358	186	1,360	314
	89,452	83,995	87,854	82,262

The disclosure applies to OfS regulated institutions only with an APP. The University of Greenwich 2020/21 – 2024/25 APP can be found at the following link –

<https://docs.gre.ac.uk/rep/communications-and-recruitment/access-agreements>

Accommodation fees waived during the year have reduced to zero. The expense in 2020 were due to fees subsequently refunded as part of the accommodation promise, which committed to reimburse charges where government restrictions prohibited residents returning to campuses.

Group other operating expenses are stated after charging:-(exclusive of vat)

Auditors remuneration	- fees payable to the external auditors for:		
	- the audit of the University and Group financial statements	145	122
	- the audit of the University's subsidiaries	24	22
	- audit related assurance services	27	21
Non external audit	- fees payable to internal auditors	73	105
	- fees payable to other accounting firms	-	14
Rentals under operating leases	- equipment and vehicles	742	472
	- property: campuses	1,747	1,747
	- property: student residences	1,092	1,064

12. Interest and other finance costs

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Interest and other finance costs				
Loan interest	788	865	788	865
Service concession finance charge	4,392	4,470	4,971	5,163
Exchange differences	130	30	130	30
Net interest cost	2,018	2,269	2,018	2,269
	7,328	7,634	7,907	8,327

13. Intangible Assets (Group and University)

	Asset Under Construction	Software	Total
	£'000	£'000	£'000
Cost or Valuation			
At 1 August 2020	245	1,154	1,399
Additions	2,064	91	2,155
At 31 July 2021	2,309	1,245	3,554
Accumulated Amortisation			
At 1 August 2020	-	(29)	(29)
Charge for year	-	(117)	(117)
At 31 July 2021			(146)
Net Book Value 31 July 2021	2,309	1,099	3,408
Net Book Value 31 July 2020	245	1,125	1,370

14.Tangible Assets

(a) Group

	Freehold £'000	Leasehold £'000	Service Concessions £'000	Equipment £'000	Vehicles £'000	Total £'000
Cost or Valuation						
At 1 August 2020	170,319	141,488	68,271	27,627	576	408,281
Additions	6,045	973	-	4,882	56	11,956
Disposals	(10,940)	-	-	-	-	(10,940)
At 31 July 2021	165,424	142,461	68,271	32,509	632	409,297
Accumulated Depreciation						
At 1 August 2020	(31,117)	(43,101)	(17,950)	(25,027)	(488)	(117,683)
Disposals	7,654	-	-	-	-	7,654
Charge for year	(1,791)	(3,102)	(1,380)	(1,739)	(51)	(8,063)
At 31 July 2021	(25,254)	(46,203)	(19,330)	(26,766)	(539)	(118,092)
Net Book Value						
At 31 July 2021	140,170	96,258	48,941	5,743	93	291,205
At 31 July 2020	139,202	98,387	50,321	2,600	89	290,598

(b) University

	Freehold £'000	Leasehold £'000	Service Concessions £'000	Equipment £'000	Vehicles £'000	Total £'000
Cost or Valuation						
At 1 August 2020	170,319	122,955	68,271	27,278	576	389,399
Additions	6,045	973	-	4,882	56	11,956
Disposals	(10,940)	-	-	-	-	(10,940)
At 31 July 2021	165,424	123,928	68,271	32,160	632	390,415
Accumulated Depreciation						
At 1 August 2020	(31,117)	(42,767)	(17,950)	(24,678)	(488)	(117,000)
Disposals	7,654	-	-	-	-	7,654
Charge for year	(1,791)	(2,935)	(1,380)	(1,739)	(51)	(7,896)
At 31 July 2021	(25,254)	(45,702)	(19,330)	(26,417)	(539)	(117,242)
Net Book Value						
At 31 July 2021	140,170	78,226	48,941	5,743	93	273,173
At 31 July 2020	139,202	80,188	50,321	2,600	88	272,399

Under FRS 102 transitional arrangements, the University opted to revalue its freehold land at 1 August 2014. This resulted in a valuation of £54.9m, £40.8m higher than the book value of

£14.1m. This valuation was treated as deemed cost at 1 August 2014. Freehold land with a book value of £57.3m is not depreciated.

The University has a 30-year bond (£25.5m in issue). Under its terms there is a fixed charge on specific assets and a floating charge on all other assets, other than those that are not capable of being charged under the conditions of relevant

15.Service concessions

Service concessions (previously Private Finance Initiative (PFI) schemes) are arrangements under which an entity (the Concession Operator), by contract with a Concession Provider (usually the Government), receives a right and incurs an obligation to provide public services. The service concession arrangement often gives the Concession Operator the right to use specified tangible assets, intangible assets, and/or financial assets, in exchange for the Concession Operator committing to provide the services according to certain terms and conditions during the concession period and, when applicable, committing to return at the end of the concession period the rights received at the beginning of the concession period and/or acquired during the concession period. Service concession arrangements within the Higher Education sector are typically student residences.

The University has three service concessions reflected on its Balance Sheet: Avery Hill Student Village (through its subsidiary company Greenwich Property Limited) for the construction of 662

leases on service concessions. There is a negative pledge over other assets, preventing the creation of any security interests over these assets.

en-suite student bedrooms and the provision of facilities management services for 30 years from 1996; Daniel Defoe Halls, a 358 en-suite student residence opened in 2014 with provision of facilities management services for 35 years and Cutty Sark Halls, a 45 year concession for a 231 en-suite student residence which excludes facilities management services. The assets and liabilities of the schemes are recognised in the Group's balance sheet.

Movement in service concession assets and liabilities;

The asset value of the service concessions included in the Balance Sheet as at 31 July 2021 is £48.9m (2020: £50.3m). The movement is due to depreciation of £1.4m (2020: £1.4m).

The total liabilities relating to service concessions included in the Balance Sheet as at 31 July 2021 is £64.1m (2020: £65.2m). The movement is due to interest in the year of £4.4m (2020: £4.5m), less repayments of £5.5m (2020: £5.4m).

The future commitments on service concessions are as follows:

	Payable in 1 year £'000	Payable in 2-5 years £'000	More than 5 years £'000	Total £'000
Liability repayments	4,461	7,746	51,852	64,059
Finance charge	1,175	16,078	59,891	77,144
	5,636	23,824	111,743	141,203

16. Investments

(i) Investments

Shares in CVCP Properties Plc

Group		University	
2021	2020	2021	2020
£'000	£'000	£'000	£'000
38	38	38	38
38	38	38	38

CVCP Properties Plc was formed in June 1995 to fund the acquisition and refurbishment of new offices for Universities UK (UUK). All UK HE institutions were required to subscribe for ordinary shares in the company in proportion to an agreed

subscription formula. On this basis the University of Greenwich acquired 37,714 (0.9%) of the ordinary shares of the company.

(ii) Investment in subsidiary companies

Investment in subsidiaries at cost less impairment loss

Greenwich University Enterprises Limited

Greenwich Property Limited

GDCC Newco ("G") Limited

University	
2021	2020
£	£
2	2
2	2
18,200,000	18,200,000
18,200,004	18,200,004

Greenwich University Enterprises Limited

The University holds 100% of the issued share capital (£1 Ordinary Shares) of Greenwich University Enterprises Limited incorporated in the UK (registered office address is that of the University) and whose principal activities are the provision of consultancy services, analytical testing, events/short lets and software sales. The results for the year ended 31 July 2021 are consolidated in these financial statements with those of the University. Greenwich University Enterprises Limited has an equity shareholding in the following company;

- 20,000 ordinary shares (6.96%) in Carbon8 Systems Limited.

Greenwich Property Limited

The University holds 100% of the issued share capital (£1 Ordinary Shares) of Greenwich Property Limited, a company registered in England and operating in the UK (registered office address is that of the University). Its principal activity is to facilitate the provision of student accommodation for the benefit of the University's students. The results for the year ended 31 July 2021 are consolidated in these financial statements with those of the University.

GDCC Newco ("G") Limited

On 14 August 2018, the University of Greenwich acquired 100% of the issued shares (both £1 ordinary and £1 deferred shares) in GDCC Newco ("G") Limited for a consideration of £21,502,875,

paid out of the University's own cash reserves. The sole asset of GDCC Newco ("G") Limited is its 100% shareholding (£1 ordinary shares) in Greenwich Devonport Conference Centre Limited, whose major business activity is its ownership of a lease on a property that had been subleased to One Space Venues (previously De Vere Venues) this sublease was terminated during the year. The lease owned is a lease from the University of Greenwich and

runs to 2032 but can be extended at the option of Greenwich Devonport Conference Centre Limited every five years until 2148. The results for the year to 31 July 2021 are consolidated in these financial statements with those of the University. Both GDCC Newco ("G") Limited's and Greenwich Devonport Conference Centre Limited's registered office address is that of the University

17. Stock

Catering consumables

Group		University	
2021	2020	2021	2020
£'000	£'000	£'000	£'000
18	40	18	40

18. Trade and other receivables

Due within one year

Trade receivables

Research grants receivables

Amounts due from group undertakings

Other receivables

Prepayments and accrued income

Amounts due from OfS/DfE

Group		University	
2021	2020	2021	2020
£'000	£'000	£'000	£'000
14,111	7,578	13,876	7,447
1,830	2,186	1,830	2,186
-	-	173	157
180	331	4	149
4,087	2,862	4,087	2,848
159	206	159	206
20,367	13,163	20,129	12,993
-	-	3,644	4,393
20,367	13,163	23,773	17,386

Due in more than one year

Amounts due from group undertakings

Trade receivables are net of bad debt provisions to the value of £7.6m (2020: £5.4m). The amounts due from group undertakings are unsecured and interest bearing at rates up to 3%.

19. Investments

Investments

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Equities and investment funds	11,418	9,310	11,418	9,310
Charities Official Investment Fund shares	115	100	115	100
Debt service reserve (bond)	2,412	2,412	2,412	2,412
Short term deposits	12,723	12,716	12,723	12,716
	26,668	24,538	26,668	24,538

The market value of listed equities and investment funds at 31 July 2021 was £11.418m (2020: £9.310m).

Deposits are held with UK banks regulated by the Financial Conduct Authority with more than three

months' maturity at the balance sheet date. The interest rates for deposits are fixed for the duration of the deposit at time of placement.

20. Creditors: Amounts falling due within one year

Creditors

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Secured loan - Bond	1,344	1,262	1,344	1,262
Service concession arrangements - note 15	4,461	4,098	3,038	2,842
Trade payables	11,952	5,896	11,931	5,886
Amounts due to group undertakings	-	-	3,501	3,952
Social security and other taxation payable	3,636	2,918	3,634	2,918
Other creditors	17,658	7,640	17,601	7,588
Accrued expenditure	11,551	10,126	11,528	10,070
Deferred income	27,827	23,602	27,469	23,168
	78,429	55,542	80,046	57,686

Deferred income of £27.8m (2020: £23.6m) relates to revenues that have specific performance related conditions that will be met in future

accounting periods. Amounts due to group undertakings is unsecured, repayable on demand and interest bearing at rates up to 3%.

21. Creditors: Amounts falling due after more than one year:

Deferred income

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Deferred income	26,204	26,952	26,204	26,952
Service concessions - note 15	59,598	61,064	51,908	51,951
Loans				
Secured loan - Bond	10,097	11,440	10,097	11,440
Unsecured loan - Greenwich Property Ltd	-	-	14,296	17,216
	95,899	99,456	102,505	107,559

Deferred income of £26.2m (2020: £26.9m) relates to revenues that have specific performance

related conditions that will be met in future accounting periods.

Loans - analysis of repayments

Loans - analysis of repayments

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Repayable between one and two years				
Secured loan - Bond	1,431	1,343	1,431	1,343
Unsecured loan - Greenwich Property Ltd	-	-	3,161	2,920
	1,431	1,343	4,592	4,263
Repayable between two and five years				
Secured loan - Bond	4,871	4,575	4,871	4,575
Unsecured loan - Greenwich Property Ltd	-	-	11,135	10,287
	4,871	4,575	16,006	14,862
Repayable after five years				
Secured loan - Bond	3,795	5,522	3,795	5,522
Unsecured loan - Greenwich Property Ltd	-	-	-	4,009
	3,795	5,522	3,795	9,531
	10,097	11,440	24,393	28,656

Secured loan – Bond

On 14 October 1998, the University issued a 30 year £30m Guaranteed Secured Bond (coupon rate 6.36%), of which £4.5m was repurchased and cancelled on 12 January 2010. The effective interest rate for the issue was 6.97%, after account was taken of issue and guarantee costs. The bonds are quoted on the Luxembourg Stock Exchange.

When issued, AMBAC Assurance UK Limited (formerly Ambac Insurance UK Limited) (AMBAC) guaranteed re-payments of interest and principal, for which guarantee the University paid a premium. The University is required to maintain a debt service reserve comprising cash, on six-month deposit with a bank, sufficient to meet two bond repayment

instalments (see note 19). Payments are semi-annual on 31 January and 31 July.

On 13 June 2019 an extraordinary resolution was passed to release AMBAC from its obligations pursuant to the financial guarantee insurance policy dated 14 October 1998 and endorsement issued thereto by AMBAC in respect of the bond and to remove AMBAC as Controlling Party in respect of the bond. Following UK's exit from the EU on 31st March 2021, the University had to change it's home member state to Luxembourg to remain listed on the Luxembourg stock exchange.

The bond is secured by a fixed charge over certain properties, and a first floating charge over all of the University's assets, other than those not capable of being so charged by the conditions under relevant leases and service concessions. There is a negative pledge over other assets.

In line with the requirements of Section 11 of FRS 102 (Basic Financial Instruments), the outstanding value of the bond is stated in these financial statements at amortised cost using the effective interest rate method. At 31 July 2021, the market price of the bond as quoted on the Luxembourg Stock Exchange was £115.73 per £100 unit (2020: £118.63 per £100 unit).

Unsecured loan – Greenwich Property Limited

The loan is unsecured, bears interest at 8% and is repayable in equal instalments.

22. Pension provisions (Group and University)

	Group and University			
	Defined Benefit Scheme (note 28)	USS Pension Deficit	Teachers Pension - Enhanced Pensions	Total
	£'000	£'000	£'000	£'000
Deficit at 1 August 2020	137,704	273	5,547	143,524
Movement on liability due to service in the period	7,837	-	-	7,837
Admin cost	285	4	-	289
Net interest cost	2,018	-	-	2,018
Payments in year	-	(13)	(244)	(257)
Revaluation of enhanced pension liability	-	-	36	36
Actuarial gain	(6,474)	-	-	(6,474)
Decrease in Provision	-	(3)	-	(3)
At 31st July 2021	141,370	261	5,339	146,970

The enhanced pension provision of £5.3m is in respect of enhanced superannuation entitlements of former employees whose services were severed under a voluntary severance arrangement available at the relevant time. This provision was revalued during the year using actuarial tables

from the Government Actuary's Department. The net interest rate used was 0.0% (2020: 0.0%) which meant no interest costs arose.

More information on contributions to pension funds can be found in note 28.

23. Other provisions

Other provisions

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Balances at 1 August 2020	2,271	1,758	2,271	1,753
Provided in year	6,649	638	6,649	639
Utilised in year	(1,697)	(125)	(1,697)	(121)
At 31st July 2021	7,223	2,271	7,223	2,271

Other provisions relate to a provision for PGR salaries, and provisions associated with the disposal of Winter Gardens and general academic provisions.

24. Endowment Reserve (Group and University)

Endowment reserve

	Restricted Permanent £'000	Restricted Expendable £'000	2021 Total £'000	2020 Total £'000
Balances at 1 August 2020				
Capital	318	56	374	372
Accumulated income	180	509	689	692
	498	565	1,063	1,064
New endowments	-	-	-	-
Investment income	6	5	11	7
Expenditure	(4)	(6)	(10)	(10)
	2	(1)	1	-
Increase in market value	14	-	14	2
At 31st July 2021	514	565	1,078	1,063
Represented by:				
Capital	336	55	391	374
Accumulated income	178	509	687	689
	514	564	1,078	1,063
Analysis by purpose:				
Scholarships and bursaries	482	402	884	869
Prize funds	32	20	52	52
General	-	142	142	142
	514	564	1,078	1,063
Analysis by asset:				
Charities Official Investment Fund shares			116	100
Cash and short term deposits			962	963
			1,078	1,063

25. Restricted reserve (Group and University)

Restricted reserve

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Balances at 1 August 2020	364	408	364	408
New donations	-	154	-	154
Other income	148	80	148	80
Expenditure	(211)	(278)	(211)	(278)
At 31 July 2021	301	364	301	364

26. Cash and cash equivalents

Cash and cash equivalents

	1 August 2020 £'000	Cash Flows £'000	Non-cash changes £'000	31 July 2021 £'000
Group	62,612	43,761	(636)	105,737
University	62,408	43,486	(636)	105,258

27. Lease obligations

Lease obligations

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Operating lease obligations:-				
Leasehold properties				
Future minimum lease payments due:				
Payable within one year	2,840	2,811	2,840	2,811
Payable between two and five years	10,850	10,838	10,850	10,838
Payable after five years	213,866	216,233	213,866	216,233
	227,556	229,882	227,556	229,882
Equipment				
Future minimum lease payments due:				
Payable within one year	247	247	247	247
Payable between two and five years	495	741	495	741
	742	988	742	988

Leasehold properties held under operating leases pertain to 30 year leases for two student residences at Medway, and a 150-year lease for the Greenwich campus.

28. Contributions to pension funds

The University participates in four active pensions schemes: the Teachers' Pension Scheme (TPS), the London Pension Fund Authority (LPFA), Universities Superannuation Scheme (USS) and the National Employee Savings Trust (NEST). The employers' contribution rates are reviewed periodically based on actuarial valuations.

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) provides pensions to teachers who have worked in schools and other establishments in England and Wales. The Scheme is an unfunded statutory public service pension scheme with the benefits underwritten by the Government. It is a multi-employer defined benefits scheme and it is not possible or appropriate to identify the liabilities of the TPS, which are attributable to the University. As required by FRS 102, the University accounts for the scheme on a defined contribution basis. The Scheme is financed by payments from the employer and from those current employees who are members of the Scheme, who pay contributions at different rates, which depend on their salaries. The rate of employer contributions is typically set following an actuarial valuation. The most recent valuation of the Scheme took place at 31 March 2016. The report revealed total Scheme liabilities for service to the valuation date of £218.1bn and notional assets of £196.1bn, giving a notional past service deficit of £22.0bn. Based on the detailed valuation analysis, the employer contribution rate was increased from 1 September 2019 to 23.68% of pensionable pay (including the 0.08% administration levy).

A new scheme ("the 2015 Scheme") was introduced 1 April 2015 under separate regulations. Most existing Scheme members transferred to the 2015 Scheme on this date. Under transitional arrangements aimed at providing protection for those nearest retirement age, some older members

will continue in the existing scheme until they leave due to retirement or otherwise, while others will transfer to the new Scheme at a later date.

The existing TPS is currently a final salary scheme with two main sections (the normal pension age NPA 60 and NPA 65 sections). The NPA 60 section has an accrual rate of 1/80 (with an automatic lump sum of three times the accrued pension). The NPA 65 section has an accrual rate of 1/60 (with lump sum by commutation only). The 2015 Scheme is a career average scheme with NPA equal to State Pension Age, an accrual rate of 1/57, and revaluation of CPI+1.6% a year while in service and CPI out of service. Member contribution rates are tiered in relation to members' salaries and the same rates and tiers will apply under both the final salary and career average schemes.

London Pension Fund Authority (LPFA)

The LPFA Scheme falls within the Local Government Pension Scheme regulations. It provides superannuation benefits for administration and technical staff.

The most recent actuarial valuation of the Scheme took place as at 31 March 2019. The market asset valuation of the fund as at 31 March 2019 was £6,053m.

The main actuarial assumptions used in the 2019 valuation were:

Consumer Price Inflation (CPI)	2.6% p.a.
Discount Rate	1.7% - 5.3% p.a.
Annual rate of pay increases	3.6% p.a.

On 1 April 2014 The Local Government Pension Scheme Regulations 2013 and the Local Government Pension Scheme (Transitional Provisions and Savings) Regulations 2014 came into effect. The benefits for service from 1 April 2014 are based on the Local Government Pension Scheme Regulations 2013. The main changes were to move from a final salary pension scheme based

on 60ths accrual and a retirement age of 65 to a career average revalued earnings pension scheme based on 49ths accrual and a retirement age equal to State Pension Age. The Local Government Pension Scheme (Transitional Provisions and Savings) Regulations 2014 serve the dual propose of retaining the previous benefit structure for service up to 31 March 2014 and introducing new protections for members close to retirement to ensure that they are not disadvantaged by the benefit changes. These provisions have since been challenged by the McCloud pension ruling, which is discussed in more detail below.

FRS 102 assumptions as at:-

	31 July 2021 Nominal % pa	31 July 2020 Nominal % pa	31 July 2019 Nominal % pa
RPI increases	3.15%	3.05%	3.40%
CPI increases	2.65%	1.95%	2.30%
Salary increases	2.75%	2.00%	3.30%
Pension increases	2.65%	1.95%	2.30%
Discount rate	1.70%	1.50%	2.10%

- The following disclosures in relation to LPFA are a requirement of FRS 102.
- The FRS 102 actuarial calculations are based on the following assumptions:
- Members will exchange pension to get 50% of the maximum available cash on retirement. For every £1 of pension that members commute, they will receive a cash payment of £12 as set out in the Regulations;
 - Members will retire at one retirement age for all tranches of benefit, which will be the pension weighted average tranche retirement age; and
 - The proportion of the membership that had taken up the 50:50 option at the previous valuation date will remain the same.

As of 01 April 2020 the University's contribution rate has been assessed at 16.3% plus an additional lump sum payment of £1.284m p.a. for past service costs. This had previously been 14% and £2.125m.

Pension costs are charged to the Statement of Comprehensive Income and Expenditure in the year to which the salaries on which they are payable relate. Other creditors include £645,917 (2020: £590,484) payable to the LPFA in respect of the University's pension contributions on July 2021 salaries.

In calculating the scheme assets and liabilities, the fund's actuaries made a number of assumptions on events and circumstances in the future. These assumptions represent the best estimate of expected outcomes but it is possible that actual outcomes will differ from those included in the accounts. Any differences between expected and actual outcomes are reported through the Statement of Comprehensive Income and Expenditure.

The pension charge for the year includes an amount in respect of enhanced pension entitlements of staff taking early retirement under voluntary severance arrangements. Provision was made for the cost of early retirement, based on the total capital cost of providing enhanced pensions with allowance for future investment returns at 0.5% in excess of price inflation.

McCloud/Sargeant judgement:

Analysis provided by the Government Actuary's Department (GAD) has been used to estimate the possible impact on the ruling on the University. GAD estimated that the past service liability would be 3.2% of liabilities for active members at 31 March 2019 based on a salary increase assumption of CPI + 1.5%. This has then been adjusted to take into account the University's salary growth assumptions and additional amounts earned up to 31 July 2019 and, also, to ignore members who joined the scheme after the revisions were made to the scheme. These adjustments mean that the impact on the University's liabilities is 1.2% of liabilities for active members, which is around 0.5% of the University's total liabilities. These results have been rolled forward and re-measured to obtain the accounting results as 31 July 2021.

The assumed life expectations from age 65 are:

Life expectations

	2021		2020	
	Males	Females	Males	Females
Current Pensioners	21.4	23.9	22.0 years	24.3 years
Future Pensioners	22.2	25.1	23.2 years	25.8 years

The asset allocation for the University as at 31 July 2021 was as follows:

Asset Class

	Fair Value at 31 July 2021 £'000	Fair Value at 31 July 2020 £'000
Equities	140,415	120,292
Target return portfolio	54,046	49,833
Cash	12,835	13,452
Property	20,874	20,304
Infrastructure	21,931	15,139
Total	250,101	219,020

The return on the fund (on a bid to bid value basis) for the year to 31 July 2021 was 13.41% (2020: 5%). Based on the above, the University's share of the assets of the Fund is approximately 3.43% (2020: 3.6%).

	2021	2020
Analysis of the amount shown in the balance sheet	£'000	£'000
Present value of defined benefit obligation	(391,200)	(356,421)
Fair value of Fund assets (bid value)	250,101	219,020
Deficit	(141,099)	(137,401)
Present value of unfunded obligations	(271)	(303)
Deficit in scheme - net pension liability	(141,370)	(137,704)
Analysis of the amount that is debited to finance costs		
Interest cost	5,317	6,691
Expected return on employer assets	(3,299)	(4,433)
Net cost	2,018	2,258
Analysis of the amount recognised in the Statement of Comprehensive Income and Expenditure	2021	2020
	£'000	£'000
Return on fund assets in excess of interest	26,205	6,777
Experience gain/(loss)	4,913	(11,344)
Change in demographic assumptions	11,445	1,053
Changes in assumptions underlying the present value of the scheme liabilities	(36,089)	(12,298)
Other actuarial losses	-	(3,388)
Actuarial loss	6,474	(19,200)
	2021	2020
	£'000	£'000
Movement in deficit during the year		
Deficit at beginning of the year	(137,704)	(110,667)
Current service cost	(14,256)	(11,888)
Employer contributions	6,386	6,910
Contributions in respect of unfunded benefits	33	33
Impact of settlements and curtailments	-	(360)
Past service cost - impact of McCloud pension ruling	-	-
Administration expenses	(285)	(274)
Net interest cost	(2,018)	(2,258)
Actuarial loss	6,474	(19,200)
Deficit at end of year (Note 22)	(141,370)	(137,704)

Analysis of the movement in the present value of the scheme liabilities	2021	2020
	£'000	£'000
Opening defined benefit obligation	356,724	321,412
Current service cost	14,256	11,888
Interest cost	5,317	6,691
Contributions by members	2,354	2,247
Change in demographic assumptions	(11,445)	(1,053)
Change in financial assumptions	36,089	12,298
Experience loss on defined benefit obligation	(4,913)	11,344
Losses on curtailments	-	360
Unfunded benefits payments	(33)	(33)
Estimated benefits paid net of transfers in	(6,878)	(8,430)
Closing defined benefit obligation	391,471	356,724

Analysis of the movement in the market value of the scheme assets		
Opening fair value of employer assets	219,020	210,745
Interest on assets	3,299	4,433
Return on assets less interest	26,205	6,777
Other actuarial losses	-	(3,388)
Administration expenses	(285)	(274)
Contributions by members	2,354	2,247
Contributions by the employer including unfunded	6,419	6,943
Estimated benefits paid plus unfunded net of transfers in	(6,911)	(8,463)
Closing fair value of employer assets	250,101	219,020

The Universities Superannuation Scheme

The University participates in the Universities Superannuation Scheme (USS), a hybrid pension scheme, providing defined benefits (for all members) as well as defined contribution benefits. The assets of the Scheme are held in a separate fund administrated by the trustee, Universities Superannuation Scheme Limited. The Scheme's assets are not hypothecated to individual Universities and a scheme-wide contribution rate is set. The University is therefore exposed to actuarial risks associated with other Universities' employees and is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as required by FRS 102 Section 28, accounts for the scheme as if it were a defined contribution scheme.

USS is a “last man standing” scheme so that in the event of the insolvency of any of the participating employers in USS, the amount of any pension funding shortfall (which cannot otherwise be recovered) in respect of that employer will be spread across the remaining participant employers and reflected in the next actuarial valuation of the scheme.

FRS 102 requires deficit recovery plans for multi-employer schemes such as USS to be recognised as a provision for a liability. The initial liability and any change are recognised in the Income Statement, recorded as a liability on the balance sheet and unwound over time as the liability is discharged. An amount of £261k is included within the University's pension provision (note 22) for USS and the decrease in the provision for 2020-21 of £12k has been credited to Staff Costs (note 8).

Since the balance sheet date, the USS 2020 valuation has concluded refer to note 31 for more details.

The total pension contributions for the University and its subsidiaries were;

	2021	2020
	£'000	£'000
TPS	9,899	9,259
USS	108	122
LPFA	14,318	11,647
NEST	26	23
Total pension costs (note 8)	24,351	21,051

29. Taxation

Taxation	£'000	£'000
UK corporation tax:-		
Greenwich University Enterprises Limited	-	-
Greenwich Property Limited	-	-
Greenwich Devonport Conference Centre Limited	-	-
GDCC Newco ("G") Limited	-	-
	-	-
	-	-

30. Contingent liabilities

The University of Greenwich will support Greenwich University Enterprises Limited and Greenwich Property Limited by providing adequate financial assistance to enable each company

to continue its business operations as a going concern for the foreseeable future. The University has also agreed to provide support to the Students' Union.

31.Post balance sheet events

USS Pension:

Since the balance sheet date, the USS 2020 valuation has been signed and filed with The Pensions Regulator with an effective date of 01 October 2021. The valuation sets out deficit recovery contributions (DRC's) that vary from the 2018 valuation. Under leg 1 of the new schedule of contributions, the DRC rate increases to 6.3% from 01 April 2022 and assumes a recovery period through until 31 March 2038. Leg 1 is subject to member consultation, via the Joint Negotiating Committee. If an agreement is not reached by 28 February 2022 leg 2 becomes applicable. Leg 2 includes more significant increase in DRC's compared to the 2018 valuation and a shorter deficit recovery period. From 1 October 2022 the DRC rate would commence at 3% and then increase by 3%

every 6 months until 1 October 2025 when it would become 20%. DRC's would remain at this level until 31 July 2032. As the effective date of the 2020 valuation occurred after the balance sheet date, it is considered a non-adjusting balance sheet event. Had the effective date been before the balance sheet date, the leg 1 impact on the USS pension provision would have been an increase of £437,562 and the total pension liability attributable to the USS scheme would have risen to £698,300. If leg 2 goes ahead the impact on the USS pension provision would have been an increase of £885,158 and the total pension liability attributable to the USS scheme would have risen to £1,145,896.

32. Related party transactions

(i) Subsidiary companies

Related party transactions between the University and its wholly owned subsidiaries are not disclosed in these financial statements under a

specific exemption allowed by FRS 102 Section 33 (Related Party Disclosures).

(ii) Other matters

The president of the Students' Union, University of Greenwich is a member of the University's Governing Body. The University paid a subvention grant to the Students' Union of £1,295,792 in the year (2020: £1,349,732). Additionally, in 2020/21 the University contributed £83,000 to the Students Union for specific projects and initiatives. A letter of support is provided by the University of Greenwich to the Students' Union, University of

Greenwich annually.

A register of Governors' interests is maintained by the University, and any transaction involving organisations in which a member of the Governing Body may have an interest is conducted at arm's length, and in accordance with the University's financial regulations and procedures.

33. Financial instruments - Group

(i) Overview

The Group's financial instruments comprise borrowings cash and liquid resources and trade creditors. The main risks arising from the Group's financial instruments, that the Governing Body has oversight of, are; liquidity risk, credit risk, interest

rate risk and currency risk.

This note presents information about the Group's exposure to each of the above risks.

Categories of financial instruments

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Financial assets				
<i>Financial assets at fair value through Statement of Comprehensive Income</i>				
Equities and investment funds	11,418	9,310	11,418	9,310
Loans and receivables:				
Receivables (excludes prepayments)	16,280	10,301	15,869	9,988
Amounts owed by subsidiaries	-	-	3,644	4,393
Investments	15,250	15,228	15,250	15,228
Cash and cash equivalents	105,737	62,612	105,258	62,408
	148,685	97,451	151,439	101,327

Categories of financial instruments

Financial liabilities

Financial liabilities at fair value through Statement of Comprehensive Income

Trade & other payables (excludes deferred income)	33,245	16,454	33,166	16,392
Bond	11,441	12,702	11,441	12,702
Service concession arrangements	64,059	65,162	54,946	54,793
Loan - Greenwich Property Limited	-	-	14,296	17,216
	108,745	94,318	113,849	101,103

These financial assets and liabilities are all basic financial instruments in accordance with section 11 of FRS 102. They are measured at amortised

(ii) Liquidity risk

Liquidity risk is the risk that the Group will be unable to meet its financial obligations as they fall due. This risk is managed by the application of measures set out in the University's Treasury Management Policy and by ensuring the timely recovery of funds owed to the Group, forecasting cash requirements and matching requirements to maturity dates of deposits.

Under the terms of the University's bond, the Group is required to maintain a ratio of current assets to current liabilities at not less than 1:1.

The maturity profile of the Group's financial liabilities, stated at contractual maturity values including future interest where applicable, is as follows:

(iii) Credit risk

Credit risk

	Trade & other payables	Bond	Service Concessions
	£'000	£'000	£'000
As at 31st July 2021			
In one year or less or on demand	33,245	2,050	5,635
In more than one year but not more than two years	-	2,050	5,778
In more than two years but not more than five years	-	6,151	18,231
In more than five years	-	4,101	111,557
	33,245	14,352	141,201
As at 31st July 2020			
In one year or less or on demand	16,454	2,050	5,496
In more than one year but not more than two years	-	2,050	5,635
In more than two years but not more than five years	-	6,151	17,429
In more than five years	-	6,152	118,139
	16,454	16,403	146,699

cost with the exception of equities and investment funds which are measured at fair value through profit or loss.

It is also required to retain 12 months of bond servicing cost (currently £2.4m), in a charged account (see note 19) and to maintain a minimum cash balance (including fixed term and bank deposits) of the higher of £5m or 5% of the group's total expenditure.

The Group has no undrawn borrowing facilities.

Credit risk is the Group's exposure to financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations. It arises principally on the University's receivables and its short-term investments.

The Group's short-term investments, bank balances, and trade debtors represent its maximum exposure to credit risk on its financial assets.

The credit risk on short-term investments and bank balances has increased in the current economic climate with many UK and European financial institutions downgraded by the major credit rating agencies. The Group manages this risk by its policy of agreed counterparty lists and minimum credit rating criteria for counterparty

banks and deposit takers. Counterparties are approved by the Governing Body.

The credit risk for trade debtors (student and commercial debt) is assessed as medium/low. This risk is managed by the application of measures set out in the University's credit management policies, and the continuous assessment of the Group's aggregate exposure to non-payment of student and commercial debt. The amounts disclosed in the balance sheet are net of allowances for bad and doubtful debts, the latter informed by the quality of the debtor book.

The maturity of the Group's trade debtors, analysed by type and net of bad debt provision, is as follows:

Group's trade debtors

	Total	0 to 6 Months	7 to 12 Months	More than 1 Year
	£'000	£'000	£'000	£'000
As at 31st July 2021				
Accommodation	462	462	-	-
Commercial	5,565	5,288	277	-
Tuition	8,084	8,084	-	-
	14,111	13,834	277	-
As at 31st July 2020				
Accommodation	350	350	-	-
Commercial	5,155	5,040	115	-
Tuition	2,065	2,065	-	-
	7,570	7,455	115	-

(IV) Interest rate risk

Interest rate risk is the Group's exposure to higher debt servicing charges, and/or lower investment returns on changes in interest rates/yields.

The Group's borrowings are at fixed lending rates. The main financial liabilities relate to the University's

30-year bond (2028) and the financing of student residences and service concession arrangements.

The weighted average interest rate of the University's interest earning financial assets and interest-bearing financial liabilities are as follows;

Interest rate risk

	As at 31st July 2021			As at 31st July 2020		
	Total £'000	Floating / fixed	Weighted interest rate	Total £'000	Floating / fixed	Weighted interest rate
Financial assets:-						
Equities and investment funds	11,418			9,310		
Debt service reserve	2,412	Fixed	0.04%	2,412	Fixed	0.04%
Fixed term & notice bank deposits Sterling	12,723	Floating	0.28%	12,716	Floating	0.39%
	26,553			24,438		
	As at 31st July 2021			As at 31st July 2020		
	Total £'000	Floating / fixed	Weighted interest rate	Total £'000	Floating / fixed	Weighted interest rate
Financial liabilities:-						
Bond	11,441	Fixed	6.97%	12,702	Fixed	6.97%
Avery Hill Student Village loan	9,113	Fixed	8.00%	10,369	Fixed	8.00%
	20,554			23,071		

(v) Currency risk

Currency risk is the risk that currency rate fluctuations will adversely impact the Group's income or expenditure or the value of its financial instruments. The Group's currency risk policy is set out in the Currency Risk Management Policy which was approved by the Governing Body in November 2015. The main element of the policy is to recognise and manage the currency risk where currency fluctuations can have a material impact on the University's business.

The Group has research and consultancy contracts are denominated in foreign currencies. The Group's policy is to mitigate currency exposures

on contracts by reviewing currency risk as part of its risk assessment on these contracts. Where appropriate a contingency is built into the contract price, and subcontracting is priced in the currency of the contract. All other turnover is denominated in sterling. The University did not enter into any hedging arrangements during the year.

The carrying amounts of the Group's foreign currency denominated financial assets and financial liabilities at the reporting date are as follows:

Currency risk

	Assets		Liabilities	
	2021	2020	2021	2020
Currency	£'000	£'000	£'000	£'000
Sterling	136,969	89,319	108,745	94,318
EURO	7,833	4,408	-	-
US \$	3,883	3,724	-	-
Other	-	-	-	-
	148,685	97,451	108,745	94,318

The University did not enter into any hedging arrangements during the year.

(vi) Fair values of financial instruments

Fair value is defined as the amount at which a financial instrument could be exchanged in an arm's length transaction between two informed and willing parties. The fair values of the Group's

financial instruments are equal to book values except for the bond which is stated at amortised cost (see Note 21).

34. Capital commitments

Provision has not been made for the following capital commitments at 31 July 2021:

Capital commitments

	Group		University	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
At 31st July 2021				
Commitments contracted	10,121	7,392	10,121	7,392
Commitments authorised but not contracted	-	75	-	75
	10,121	7,467	10,121	7,467

35. Reconciliation of net debt

Reconciliation of net debt

Group		University	
2021	2020	2021	2020
£'000	£'000	£'000	£'000
Net debt balances at 01 August 2020			
(15,252)	(19,599)	(22,303)	(28,714)
Movement in cash and cash equivalents			
43,125	2,269	42,850	2,739
Loans and service concession balances repaid			
2,364	2,078	4,028	3,672
Net asset/(debt)/balances at 31 July 2021			
30,237	(15,252)	24,575	(22,303)
Change in net debt			
40,761	(4,347)	38,822	(6,411)
Analysis of net debt:			
Cash and cash equivalents			
105,737	62,612	105,258	62,408
Borrowings: amounts falling due within one year			
Secured loans			
1,344	1,262	1,344	1,262
Service concession arrangements			
4,461	4,098	3,038	2,842
5,805	5,360	4,382	4,104
Borrowings: amounts falling due after one year			
Service concession arrangements			
59,598	61,064	51,908	51,951
Secured loans			
10,097	11,440	10,097	11,440
Unsecured loans			
-	-	14,296	17,216
69,695	72,504	76,301	80,607
Net asset/(debt)/balances at 31 July 2021			
30,237	(15,252)	24,575	(22,303)

36. US Department of Education Financial Responsibility Supplemental Schedule

In satisfaction of its obligations to facilitate students' access to US federal financial aid, the university is required, by the US Department of Education, to present the following Supplemental Schedule in a prescribed format.

The amounts presented within the schedules have been:

- prepared under the historical cost convention, subject to the revaluation of certain fixed assets;
- prepared using United Kingdom generally accepted accounting practice, in accordance with Financial Reporting Standard 102 (FRS 102) and the

Statement of Recommended Practice: Accounting for Further and Higher Education (2019 edition);

- presented in pounds sterling.

The schedules set out how each amount disclosed has been extracted from the financial statements. As set out above, the accounting policies used in determining the amounts disclosed are not intended to and do not comply with the requirements of accounting principles generally accepted in the United States of America

			31-Jul-21		31-Jul-20	
Page no	Line	Primary Reserve Ratio	£'000	£'000	£'000	£'000
		Expendable Net Assets:				
78	Consolidated Balance Sheet - Unrestricted Reserves	Net assets without donor restrictions		117,541		90,139
78	Consolidated Balance Sheet - Restricted Reserves	Net assets with donor restrictions		1,379		1,427
N/A	N/A	Secured and Unsecured related party receivable	-		-	
N/A	N/A	Unsecured related party receivable		-		-
96	Consolidated Balance Sheet and Note 14 of the Financial Statements - Total Tangible Assets less Service Concessions	Property, plant and equipment, net (includes Construction in progress)	241,264		240,277	
117	Note 36a of the Financial Statements	Property, plant and equipment - pre-implementation		218,514		229,696
N/A	N/A	Property, plant and equipment - post-implementation with outstanding debt for original purchase		-		-
117	Note 36a of the Financial Statements	Property, plant and equipment- post implementation without outstanding debt for original purchase		23,752		13,548
N/A	N/A	Construction in process		-		-
96	Note 14 to the Financial Statements - Service Concessions net book value	Lease right-of-use asset, net	48,941		50,321	
96	Note 14 to the Financial Statements - Service Concessions net book value	Lease right-of-use asset pre-implementation		48,941		50,321
N/A	N/A	Lease-right-of use asset post-implementation		-		
95	Consolidated Balance Sheet - Intangible assets	Intangible assets		3,408		1,370
78	Consolidated Balance Sheet - Pension provisions	Post-employment and pension liabilities		-146,970		-143,524
100/ 101	Secured loan (Bond) - Notes 20 and 21 to the Financial Statements	Long-term debt - for long term purposes	-11,440		-12,702	
100/ 101	Secured loan (Bond) - Notes 20 and 21 to the Financial Statements	Long-term debt for long term purposes - pre-implementation		-11,440		-12,702
N/A	N/A	Long-term debt for long term purposes - post-implementation		-		-
N/A	N/A	Line of Credit for Construction in process		-		-
97	Note 15 to the Financial Statements - Service Concession liability	Lease right-of-use asset liability	-64,059		-65,162	
97	Note 15 to the Financial Statements - Service Concession liability	Pre-implementation right-of-use leases		-64,059		-65,162
N/A	N/A	Post - implementation right of use leases		-		-

			31-Jul-21		31-Jul-20	
Page no	Line	Primary Reserve Ratio	£'000	£'000	£'000	£'000
N/A	N/A	Annuities with donor restrictions		-		-
N/A	N/A	Term endowments with donor restrictions		-		-
N/A	N/A	Life income fund with donor restrictions		-		-
101	Note 24 to the Financial Statements - Restricted Permanent Endowments	Net assets with donor restrictions: restricted in perpetuity		514		498
		Total Expenses and Losses:				
76, 103, 104	Total expenditure per the Consolidated Statement of Comprehensive Income and Expenditure (£221,731) less restricted expenditure as per notes 24 (10) and 25 (211) of the financial statements.	Total expenses without donor restrictions - taken directly from Statement of Activities		-221,510		-207,983
76	Currency translation losses. Comparative is actuarial pension losses (19,200) + Currency translation losses (157)	Non-Operating and Net investment (loss)		-636		-19,357
	N/A	Net investment losses		-		-
76	Consolidated Statement of Comprehensive Income and Expenditure - Actuarial loss in respect of pension schemes	Pension-related charges other than net periodic costs		-		-19,200
Page No		Equity Ratio				
		Modified Net Assets				
78	Consolidated Balance Sheet - Unrestricted Reserves	Net assets without donor restrictions		117,541		90,139
78	Consolidated Balance Sheet - Restricted Reserves	Net assets with donor restrictions		1,379		1,427
95	Consolidated Balance Sheet - Intangible assets	Intangible assets		3,408		1,370
N/A	N/A	Secured and Unsecured related party receivable	-		-	
N/A	N/A	Unsecured related party receivables		-		-
		Modified Assets				
78	Consolidated Balance Sheet - Non-current assets + current assets	Total assets		447,441		392,359
96	Note 14 to the Financial Statements - Service Concessions net book value	Lease right-of-use asset pre-implementation		48,941		50,321
100/ 101	Note 15 to the Financial Statements - Service Concession liability	Pre-implementation right-of-use leases		-64,059		-65,162
95	Consolidated Balance Sheet - Intangible assets	Intangible assets		3,408		1,370
N/A	N/A	Secured and Unsecured related party receivable	-		-	

			31-Jul-21		31-Jul-20	
Page no	Line	Primary Reserve Ratio	£'000	£'000	£'000	£'000
N/A	N/A	Unsecured related party receivables		-		-
Page No		Net Income Ratio				
76	Consolidated Balance Sheet - movement in Unrestricted reserves	Change in Net Assets Without Donor Restrictions		27,402		-13,109
76	Total Revenue per the Consolidated Statement of Comprehensive Income and Expenditure (231,019) + Gain on disposal of property (10,106) + Gain on Investments (2,122) + Actuarial gain in respect of pension schemes (6,474). Comparative was Total Revenue per the Statement of Comprehensive Income and Expenditure (214,919) - Investment loss (445)	Total Revenues and Gains		249,721		214,474
Note 36a						
A	Pre-Implementation Property, Plant and Equipment			218,514	229,696	
B	Post-Implementation Property, Plant and Equipment			23,752	13,548	
	Total			242,266	243,245	

