

GCFO All Teams Update

October 2026

Agenda

- Welcome
  - People update
- LASE update
  - Student recruitment
  - Finance performance
- Integration update
  - Exec leadership
  - Harmonisation approach
  - Oracle update
- GCFO News
  - Staff Survey
  - Priorities (One Team, Clear Priorities, Positive Outcomes)
  - Launch outcomes
- Other news
  - EDI
- Celebratory News
- Staff Recognition
- Q&A

People Changes

JOINERS			
Name	**Role**	**Team / Location**	**Start Date**
Jude Cringle	Finance Officer (Maternity Cover)	Accounts Receivable, Avery Hill	Aug 2026
Azim Sayfitdinkhodjaev	Industrial Placement	Financial Control, Avery Hill	-
Mushtaq Bhatkar	Financial Accountant (temp)	Financial Control, Avery Hill	-
Qian Lu	Finance Administrator	FSS, Canterbury	-
Joanne Neale	Finance Administrator	FSS, Canterbury	Sep 2026
Louise Berry	Finance Administrator	FSS, Canterbury	Sep 2026
Brooke Clarke	Finance Systems Officer (fixed term)	Finance Systems, Canterbury	Sep 2026
Ankur Bagchi	Strategic Planning Analyst (Student numbers)	SPI&I	Sept 2026
Lyn Scarfe	Student Funding Co-Ordinator	Finance	Sept 2026

People Changes

LEAVERS			
Name	**Role**	**Team**	**Leaving Date**
Will Brewer	Deputy Head - Performance & Business Intelligence	Strategic Planning	26 Oct 2026
Oliver Jawara	Director – Strategic Planning, Insight and Improvement	Strategic Planning	End Sept 2026
Rose Lushaj	Moved to Student & Academic Services as a Project Manager	Strategic Planning	Sept 2026
Nicole Liu	Industrial Placement – completed Placement and transferred to Jobshop	Financial Reporting and Compliance	Sept 2026

LASE student recruitment

- Introduced LASE level reporting, covering Clearing, Enrolment, and Registration.
- Tightening restriction on international students have had an impact, both on overseas and home students.
- Clearing had a longer tail compared to previous years.
- As of Monday, LASE 12,180 new full-time UG and PG students have registered.
  - Home UG: Kent 2,740 and Greenwich 5,040
  - Overseas UG: Kent 357 and Greenwich 763
  - Home PGT: Kent 600 and Greenwich 514
  - Overseas PGT: Kent 681 and Greenwich 1,485
- Focus now shifts to January and April intakes.



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Kent: 25-26 Year-End Financials - Aidan

Ended year with a **surplus of £3.6m** compared to prior year deficit of (£5.6m) and a forecast out-turn of a (£2.7m) deficit

Income - up £2.8m to £271.5m

- Tuition fees were up by £1.7m
- A capital grant for the Docking Station project with an increased revenue of £3.2m
- Investment returns were up by £0.5m

Expenditure – down by £4.4m to £267.9m

- Staff cost reduction of £10.7m due to TOM2 restructuring. Staff expenditure dropping from 53.0% of income to 48.5%.
- Non-pay was up with greater investment in schools and IT projects
- This also included one-off costs associated with the merger

Balance Sheet

- Secured borrowings reduced by £1.3m to £59.3m
- The Giles Court student residences and laptop contract were added as assets of £25m

Cash & Capital projects

- Year-end cash reserves of £63.2m being £6.6m up on last year. Equivalent to 100 days of spend.
- Largely due to slow capital spend in year £7.7m and non-pay spend being lower than forecast

Greenwich: 2025-26 Year-End Financials - Josh

Student Numbers Were Up compared to 2024-25

- Overall student numbers were around 5% higher than the previous year
- We grew in new international students (both UG and PG)
- For home UG (>half our student population), continuing numbers were up 7%, but new students were down -2%

Income Increased. Costs also increased, but not by as much.

- Higher fees from greater student numbers and inflation, but also incurred more recruitment costs
- Pay costs were higher due to inflation and higher NI costs. We recruited more staff in some strategic areas, but had lower costs as a result of the faculty restructures: overall FTE was flat.
- Our underlying non pay spend was similar, but we incurred some unplanned costs in preparing for the merger
- Overall, surplus was higher than the year before

Capital & cash

- We invested in capital projects, but spent much less than budgeted on Devonport. Much of that spend will move into current year (2026-27).
- Therefore we ended 2025-26 with more cash, but expect that to decrease this year with significant Devonport spend

Current year financial outlook

Students and income reducing

- New students significantly down
- In Kent, reduction driven by Home UG. In Greenwich, reduction driven by International students.
- Lower accommodation income.

Cost upsides mitigate some of the income shortfall

- Lower agent commission costs due to few international students
- Entered year with a lower cost base, particularly on the Kent side.
- Pension upsides, including lower TPS contribution
- No debt, so no interest costs

Mitigations in place with focus on:

- Registration activities and continuation interventions
- January intake opportunity
- Enhanced staff recruitment approval oversight
- Targeted non-pay scrutiny
- Longer term impact and response under review with focus on growth opportunities
- Strong cash position providing resilience

Capital & cash

- Cash in line with budget
  - Significant investment to create modern teaching environment at Devonport, Greenwich campus
  - IT merger related projects starting

Transformation Update

- LASE Transformation and Strategy Board oversee the development and delivery of the LASE Transformation Plan.
- The Board is supported by the Integration Project Management Office (IPMO) and managed by Georgina Randsley de Moura, Senior Deputy VC and CEO
- 12 workstreams across academic and operations delivery, with an overarching workstream on Organisational Design.
- Recruitment for following roles in final stages
  - Chief Estates & Facilities Officer
  - Director Employability & Partnerships
  - Director Strategic Planning, Insights & Improvement
  - Deputy Vice Chancellor (Research and Innovation)
- Update on timescales in November
- Meet the Vice-Chancellor and CEO: 65 Staff Engagement Sessions between October and April.



Integration & Harmonisation Plan - Jane

Consistency, Accountability, One Team

Stabilise and Establish BAU

- Interim Processes & Policies
- Approvals and Delegations
- Urgent / high risk
- Stakeholder needs
- Compliance

Integration

- Harmonise regulations, policies and processes, prioritising:
- Combined year end

Transformation

- Single processes and policies
- One team
- One system

August 2026 to March 2028

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Finance, Procurement and Payroll System- Frank

- Converging into one finance system is essential to operate as one team
- Oracle Fusion selected to integrate HR, Payroll, Finance and Procurement/ Contract Management
- Builds on Greenwich implementation
- Principle of Adopt out of box wherever possible, not adapt
- Business case approved by F&E 12/10/26
- Implementation partner appointed and commences 16 Nov
- Programme Manager interview process complete and team to be assembled shortly
- **ERP/ Proc SME lead and ERP/Proc PM roles to be filled/ seconded**
- Success criteria include improved purchase order cycle, process efficiency and supplier payments

Mid Nov 2026 to Jan 2027

Discovery

Review requirements, confirm assumptions, validate the timeline and complete data collation

Jan 2027 to Nov 2027

Phase 1

HCM, enterprise structures and payroll, with parallel payroll running

May 2027 to March 2028

Phase 2

Finance migration, general ledger and reporting structures, with EPM

2028/29 onward

Phase 3

Student finance and any related student system integration, if taken forward

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Summary: One Team, Clear Priorities, Positive Impact

FOCUS ON WHAT MATTERS

Start with purpose. Give priority to work that makes a meaningful difference.

- What outcome are we trying to achieve?
- How urgent and important is it?
- What is the simplest useful way to deliver it?
- If plans change, explain what can be done and when.

STAKEHOLDER ENGAGEMENT

Listen first. Agree what is needed before work gets under way.

- Clarify the purpose, deadline and information needed.
- Identify who needs to be involved and who owns the next step.
- Share constraints and options early.
- Keep people informed when plans or timescales change

EMPOWERING OUR TEAMS

Give people the clarity and trust to act, learn and improve.

- Know what you can decide and when to ask for help.
- Share ideas, experience and useful knowledge.
- Make time for learning and improving the way work is done.
- Recognise good work and learn from mistakes.

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Our culture is shaped by all of us

- These principles describe the culture we create together through everyday actions.
- Use them to guide everyday choices and priorities.
- Bring them into conversations, meetings and shared work.
- Show them in how we listen, collaborate and support one another.
- Every role and team helps shape this culture. We recognise when we live the principles, reflect on how we can do better, and keep learning together.

GCFO Team Priority Themes

Reflect Plan Direct (RPD) / Appraisals

Kent: 1 November 2026 – 30 April 2027
Greenwich: May 2026 – April 2027

Goals focus on ensuring quality of core deliverables not compromised whilst engaging with integration work

Four thematics

1. **People** – focus on change readiness, capacity and resilience
2. **Operational continuity with financial sustainability –** Nothing breaks, maintain focus on key deliverables
3. **System transition and data integrity**– migrate safely and integrate with clarity
4. **Decision making and operating clarity**– policies, approvals, accountabilities defined

Staff Survey Insights

- Good completion rates across GCFO team >60%. Target >80%
- Engagement score same as previous survey for both divisions, also >60%. Target >80%
- **Common themes about working at Greenwich and Kent**
  – Supportive colleagues and culture
  – Flexible working
- **Common themes about expectations for LASE**
  – strategic integration and communication – *commitment to minimum quarterly all staff updates and SMT cascades*
  – investment in technology/AI – *Oracle migration + copilot/Chat GPT. Learning and development (L&D) conversations*
  – opportunity for career progression and professional development – *LASE opportunities and L&D conversations*

Other News

- Christmas/ End of Year Celebrations
  - £20 contribution from LASE per attendee
  - Afternoon finish option where service delivery permits
  - Organised across Greenwich and Canterbury sites
- Pay Award for 26/27
  - 2% back dated to 1 August in October pay
- Focus on cybersecurity awareness and mandatory training across LASE
  - No exceptions, business critical to keep LASE safe

STAFF CELEBRATORY NEWS



Congratulations to Danielle Wright (Finance Officer- Accounts Receivable Team in Avery Hill), on the birth of
her baby girl Brielle, born on 22nd September, weighing 7.4lb!

Congratulations to Nicola Chaston who completed a walking marathon.

On Sunday 4 October, Nicola joined staff and students from across the University on the Palace Marathon March, walking 26.2 miles across south London to raise funds for the Palace for Life Foundation.



Max Hubbard and His wife Have had a baby called Hope

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GCFO Team Recognition

Demonstrating our working principles



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One Team, Clear Priorities, Positive Impact

Focus on what matters
We prioritise, keep it simple, and make it count

Stakeholder Engagement
We engage early, listen well and understand objectives

Empowering Our Teams
Act with autonomy
Drive improvements



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GCFO Team Recognition

Demonstrating our working principles

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Focus on what matters

We prioritise, keep it simple, and make it count

- Finance Shared Service team's hard work on year-end processing given the resource constraints
- Andrew, Karl, Marina, and Adam on their work to produce the Q1 Forecast
- Andy, Amit and Feruza for their focus on the DiscoverUni, Aggregate Offshore and Student statutory returns
- Both Payroll teams for ensuring that everything is in place for the October inflationary pay award



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Stakeholder Engagement

We engage early, listen well and understand objectives

- Jason Fraser and Paul Bootes on the successful implementation of Flywire SFS across Kent which has transformed our student experience.
- Irene Solley for setting up finance information workshops for students during the first week of the new academic year
- Student Fee Collections, Invoicing and Student Funding on going over and above to ensure a successful Arrivals Weekend and start to the new Academic Year.
- Dominika Kubicz-Macauley received some outstanding feedback from the principal investigator, Benz Kotzen), stating that they couldn't have completed the task on the Darwin Project, without her.



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Empowering Our Teams

Act with autonomy

Drive improvements

- Alice, Jenny and Feruza on their work to derive timely insight from the new Welcome and Arrivals survey so student were able to be directed to the correct support and advice
- Will, Sonia, Marina, Lisa and Sarah on their analysis and insight on the league table rankings published over the last couple of months



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Appendix

Additional slides - for interest and references



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Organisation Structure for GCFO - SMT



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If you spot any errors or omissions from the following slides, please let the team know.
Sue: s.bulbrook@greenwich.ac.uk
Agata: A.Beger@kent.ac.uk

Financial Control and Management

Christopher McDermott- Financial Controller(G)

Anees Ur Rehman - Deputy Financial Controller (Mat cover)(G) / Jade Humphries - Deputy Financial Controller(G)

Geoffrey Ramsey- Financial Accountant (G)

Mushtaq Bhatkar- Financial Accountant (G)

Brayan Aliendre Montano - Finance Assistant 2 (G)

Azimkhuja Sayfitdinkhodjaev – Finance Assistant – Job Shop (G)

Alexandru Bunda – Apprenticeship (G)

Aidan Cooley- Deputy Director of Finance (K)

Steve Lawton- Head of Financial & Control Management(K)

Jayshree Mistry- Senior Financial Accountant (K)

Paul Bootes- Finance Systems Manager (K)

Joanna Lewandowska- Financial Accountant (K)

Kofo Adekanmbi- Financial Accountant (K)

Alison Altree- Finance Systems Analyst (K)

Adam Pengelly- E-Commerce Manager (K)

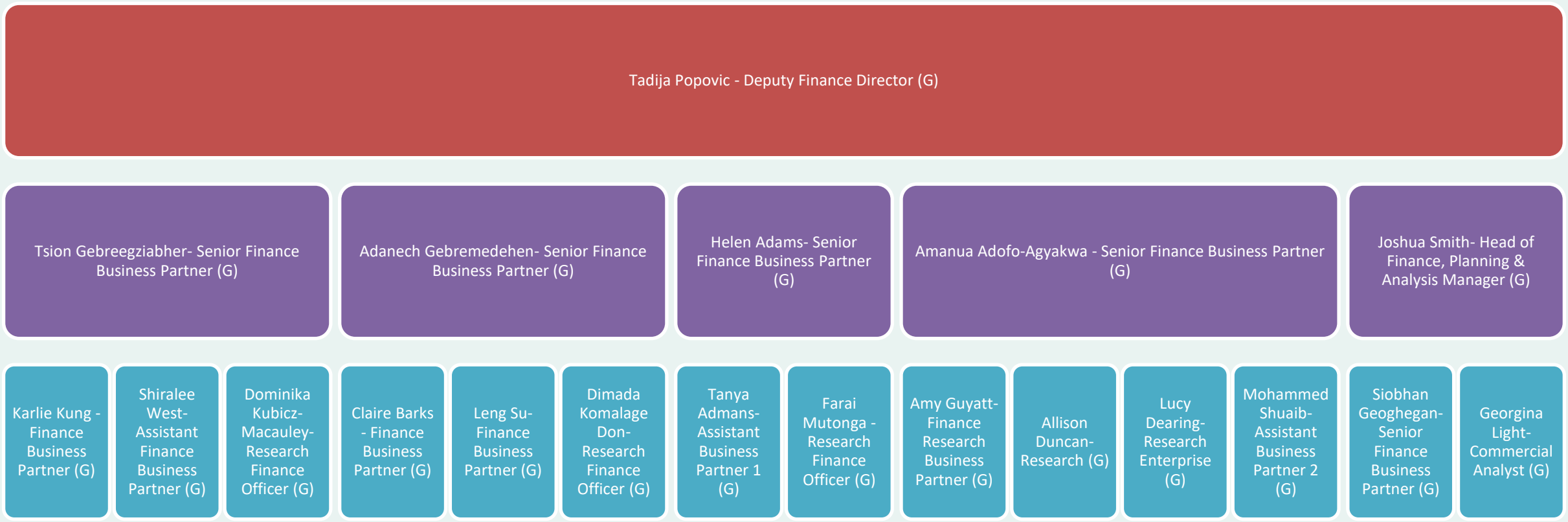
Lauren Meller- Financial Accounting Analyst (K)

Phil Rapley- Financial Accountant Trainee (K)

Brooke Clarke, Finance Systems Officer (K)

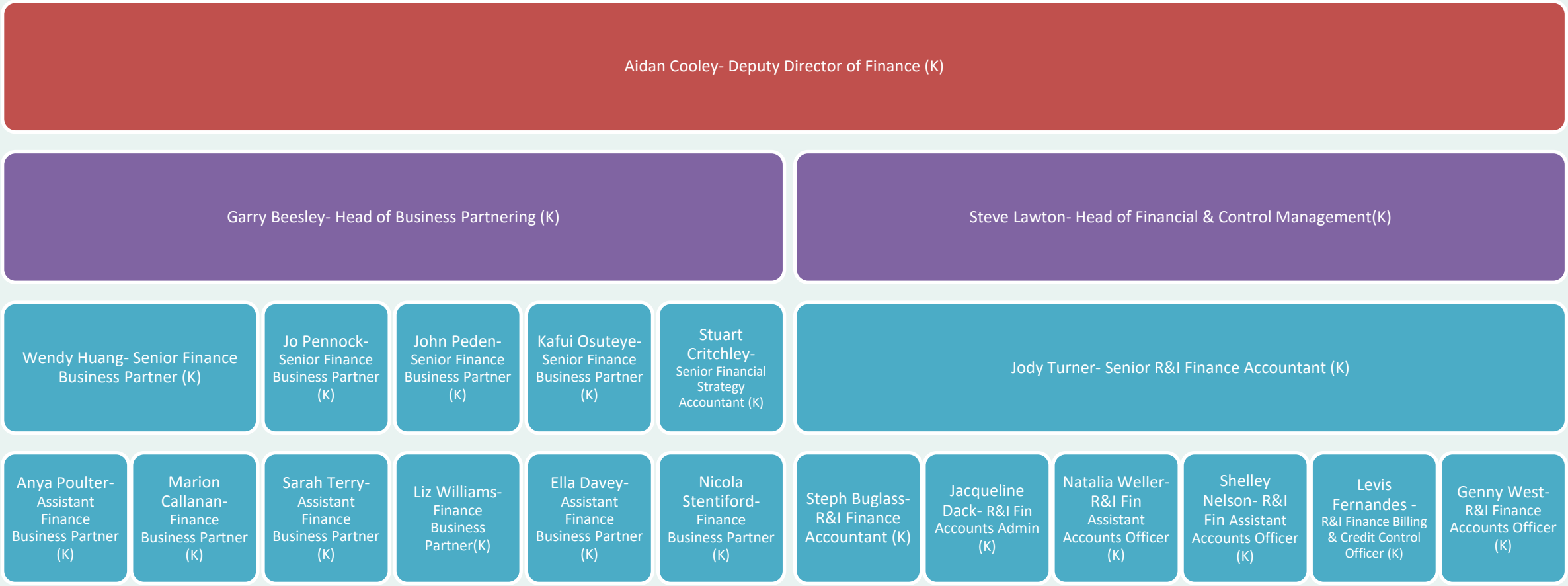
Paul Beckley- E-Commerce Assistant (K)

Business Partnering and FP&A

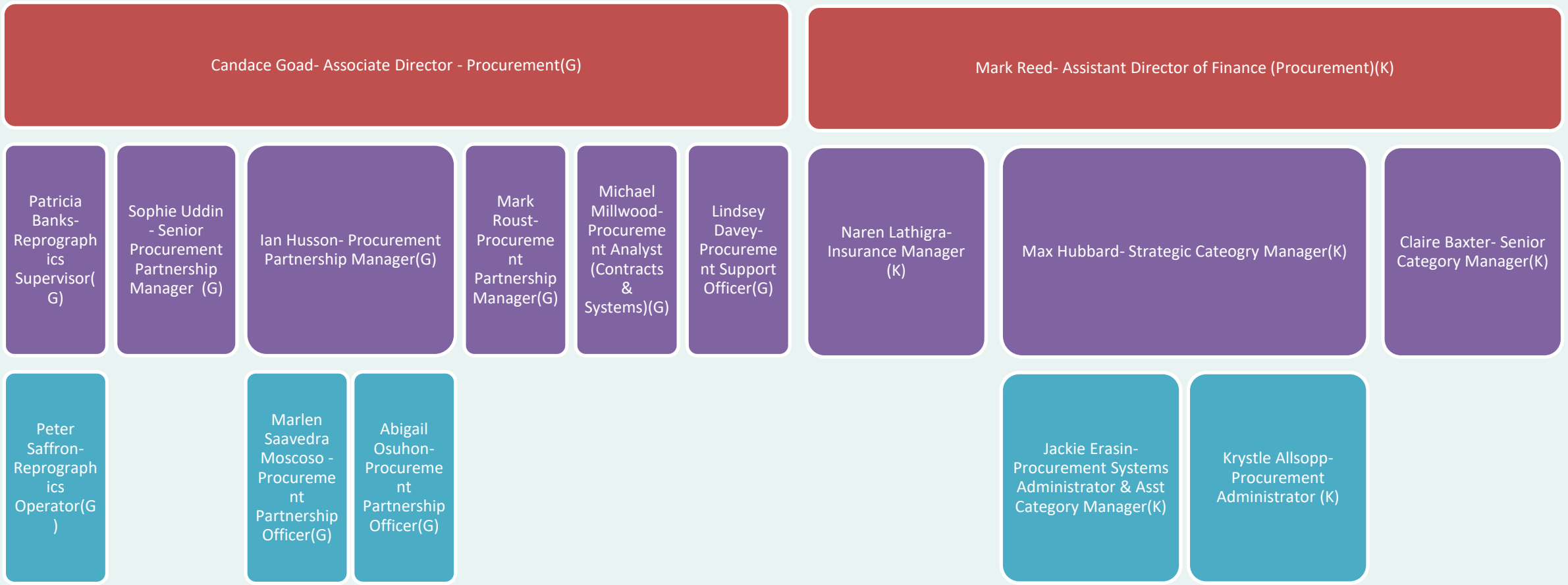


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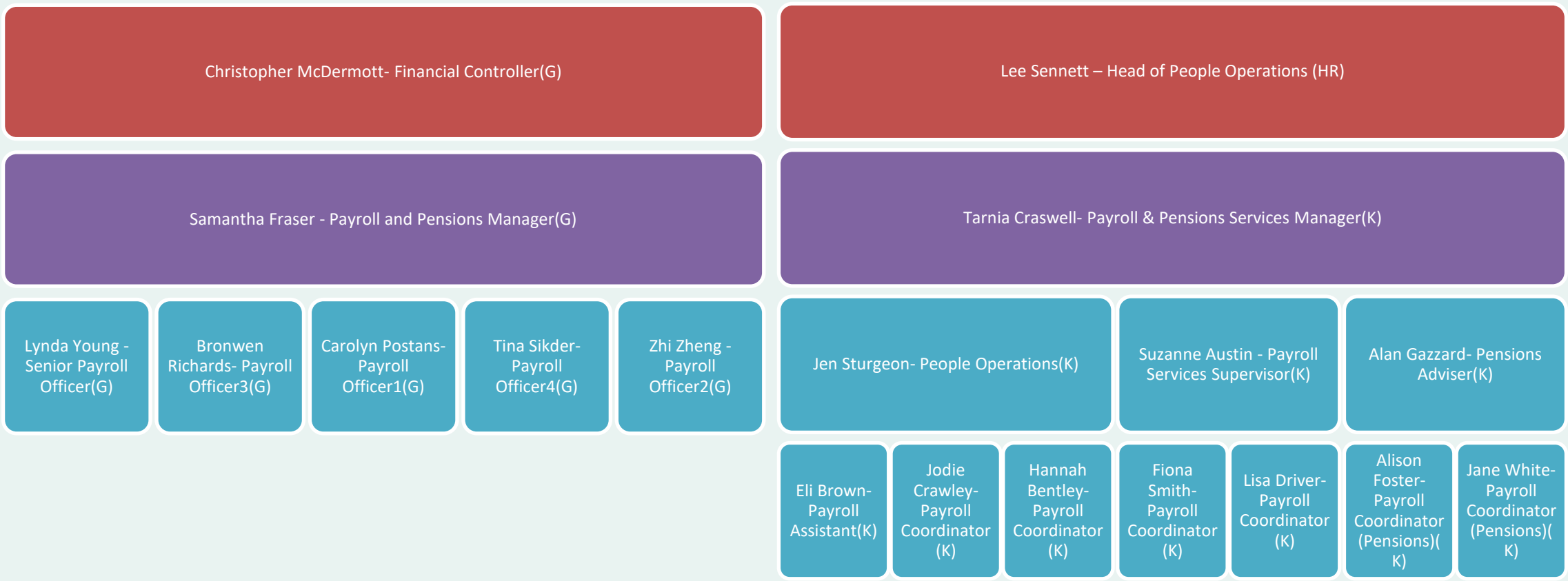
Business Partnering and FP&A



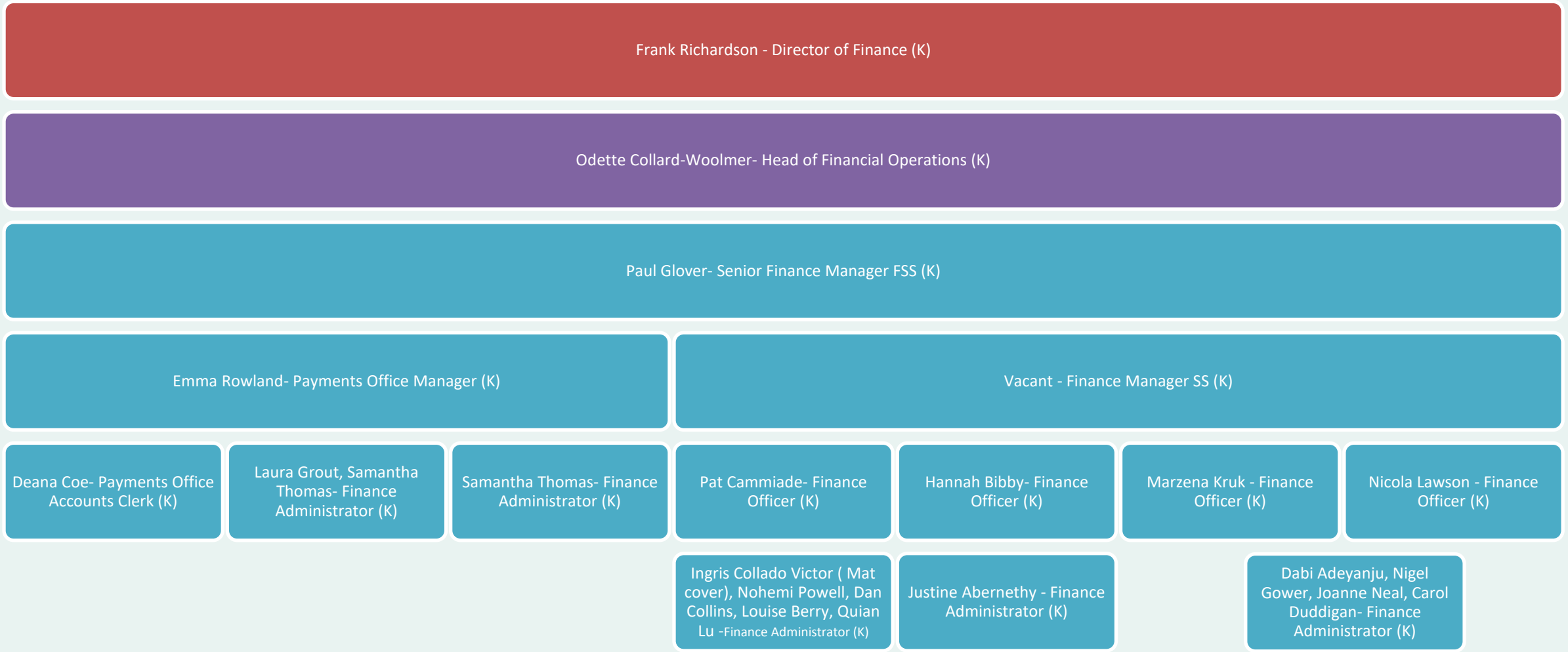
Procurement



Payroll

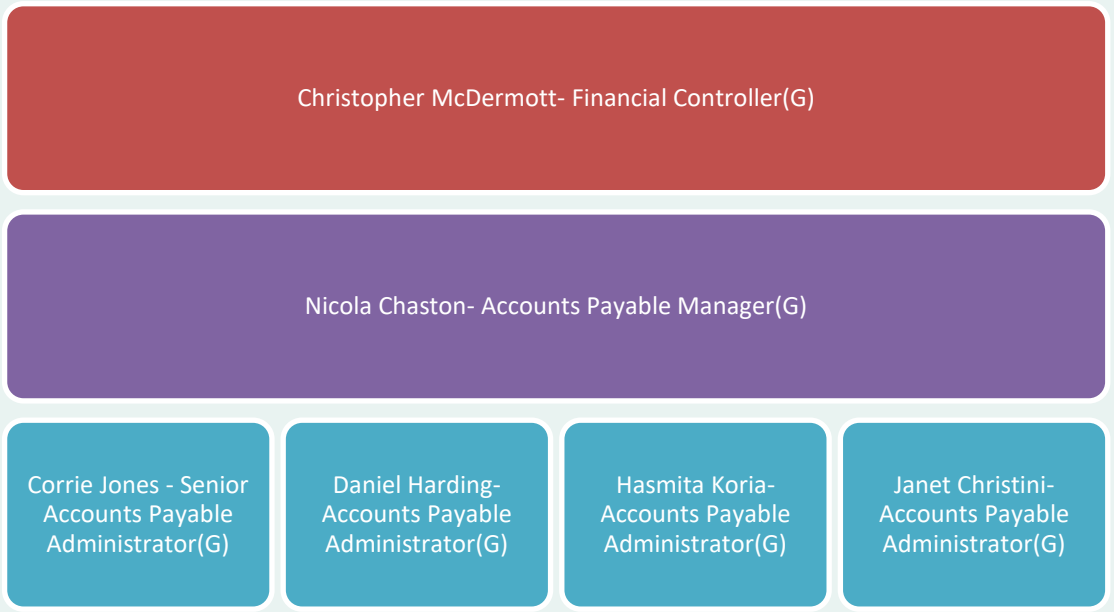

Christopher McDermott- Financial Controller(G)
Lee Sennett – Head of People Operations (HR)
Samantha Fraser - Payroll and Pensions Manager(G)
Tarnia Craswell- Payroll & Pensions Services Manager(K)
Lynda Young - Senior Payroll Officer(G)
Bronwen Richards- Payroll Officer3(G)
Carolyn Postans- Payroll Officer1(G)
Tina Sikder- Payroll Officer4(G)
Zhi Zheng - Payroll Officer2(G)
Jen Sturgeon- People Operations(K)
Suzanne Austin - Payroll Services Supervisor(K)
Alan Gazzard- Pensions Adviser(K)
Eli Brown- Payroll Assistant(K)
Jodie Crawley- Payroll Coordinator (K)
Hannah Bentley- Payroll Coordinator (K)
Fiona Smith- Payroll Coordinator (K)
Lisa Driver- Payroll Coordinator (K)
Alison Foster- Payroll Coordinator (Pensions)(K)
Jane White- Payroll Coordinator (Pensions)(K)

Payments / Accounts payable / FSS



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Payments/AP / Accounts payable / FSS



For the University of Greenwich schools and departments, a number of payments officers and administrators sit within the local department, rather than centrally in Finance.

Income/ Billing / Accounts receivable

Christopher McDermott- Financial Controller (G)

Frank Richardson - Director of Finance (K)

Claire Evenden- Income & Accounts Receivable Manager (G)

Elli Sperelaki - Debt analyst (G)

Odette Collard-Woolmer - Head of Financial Operations(K)

Danielle Wright- Finance Officer - Income & A/R (G) Currently Mat Leave

Umar Elmouna- Finance Officer - Income & A/R (G)

Hazel Bray- Finance Administrato r – A/R (G)

Tracey O'Callaghan- Finance Administrator - Credit Controller (G)

Jason Fraser - Income Reporting & Collection Manager(K)

Katie Annoot- Student Funding Manager(K)

Irene Solley - Income Office Manager (K)

Louise Hilden - Invoicing & A/R Manager(K)

Asya Davies, Emma Stait, Samantha Mckinven, Tara Sutton, Vicky Hogan - Scholarships Coordinator (K)

Kirsty Newman- Foreign Loans Officer (K)

Alana Whitcombe- Student Funding Supervisor (K)

Harriet Milton, Katie Agnew (mat leave), Mark Bryant, Nicole Taaffe, Sadie Thurgood, Janice Deveroux - Student Account Controller(K)

Tessa Highton- Income Office Assistant (K)

Sarah McCalden - Credit Controller (K)

Abbey Hopkins- Finance Assistant / Billing Officer (K)

Dawn Bibbing- Tuition Fee Invoicing Supervis or(K)

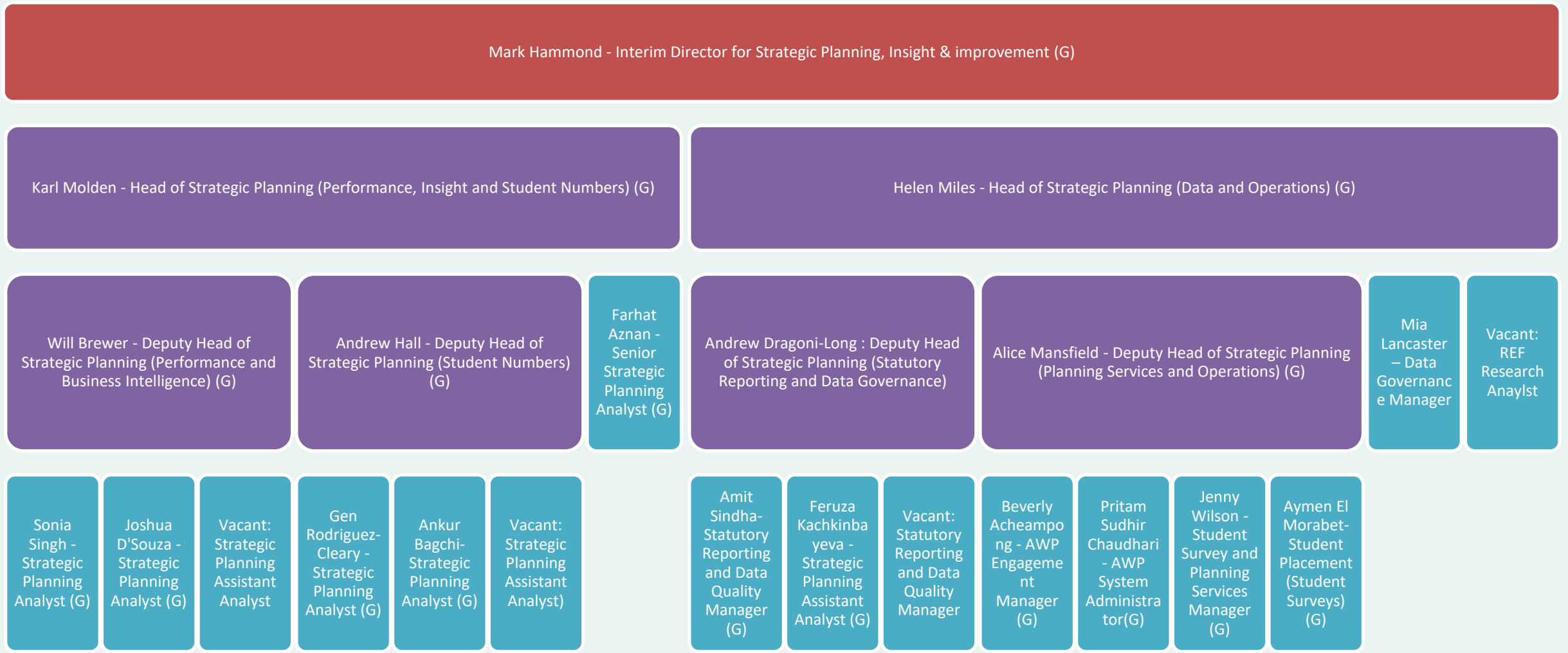
Lyn Scarfe- Student Funding Coordinat or (K)

Alan Read- Scholarsh ips Adminstr ator (K)

For the University of Greenwich schools and departments, student debt management sits within Student Life, rather than centrally in Finance.

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Strategic Planning, Insight & improvement



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