



Terms of Reference and Membership

Outcome requested:	Finance and Investment Committee is asked: <ul style="list-style-type: none">[a] to recommend its revised terms of reference for approval by Council;[b] to note updated membership list;[c] to note the annual schedule of business.
Executive Summary:	<p>[a] Terms of reference</p> <p>The Committee's terms of reference have been updated in order to:</p> <ul style="list-style-type: none">i. streamline the description of the Committee's responsibilities and ensure appropriate distinction from the executive function;ii. clarify the Committee's role in approving and monitoring the financial progress of the capital programme;iii. remove the reference to the delegation of estates governance to the Estates Strategy Board as this is the responsibility of QMSE;iv. remove the requirement to review the Value for Money Strategy and targets as this is the responsibility of the Audit and Risk Committee. <p>[b] Membership</p> <p>The membership list has been updated to take account of Ted Webster having stepped down as a co-opted member of the Committee and Luke Savage becoming Treasurer when Simon Linnett's second term of office ends in October 2017.</p> <p>Governance Committee is currently overseeing the recruitment of new external members of Council and it is hoped that one of the new members will be a suitable candidate for membership of the Committee.</p> <p>[c] Annual schedule of business</p> <p>The schedule of business has been updated to take account of the revised terms of reference following review by the next Treasurer, the Finance Director and the Assistant Registrar (Council and Governance). The main changes are as follows:</p> <ul style="list-style-type: none">i. The Committee will no longer receive a report from the Estates Strategy Board but will continue to receive the regular financial capital report.ii. From February 2018, the Faculty Vice-Principals will each be invited to attend one meeting per year to provide an update on the Faculty's financial position.

QMUL Strategy:	The effective management of the QMUL's governance arrangements underpins the ability to achieve the strategic aims.
Internal/External regulatory/statutory reference points:	HEFCE Memorandum of assurance and accountability between HEFCE and institutions Finance and Investment Committee Terms of Reference CUC Code of Governance
Strategic Risks:	13 – Maintain effective and constructive governance
Equality Impact Assessment:	No equality or diversity issues are raised by this paper.
Subject to prior and onward consideration by:	The revised terms of reference and membership will be considered by Governance Committee and Council on 19 October 2017.
Confidential paper under FOIA/DPA:	No.
Timing:	The Committee reviews its terms of reference and membership annually.
Author:	Sian Marshall, Assistant Registrar (Council and Governance)
Date:	12 September 2017
Senior Management/External Sponsor:	Simon Linnett, Chairman of Finance and Investment Committee

Finance and Investment Committee Terms of Reference 2017–18

Finance and Investment Committee is a committee of Council, focusing on oversight of the Executive's planning and management of finance, investments and assets of Queen Mary University of London (QMUL) in their widest sense. Finance and Investment Committee has a particular remit in relation to providing advice and recommendations to Council, or reviewing/monitoring and approving on behalf of Council, in respect of the following:

1. Financial Strategy and Policy

1.1 To recommend to Council a ~~Finance Strategy~~financial strategy for QMUL including appropriate KPIs in light of the HEFCE funding settlement and in order to meet the objectives of the QMUL Strategy and to ensure the financial stability of the institution.

~~1.2 To review performance against the Estates Strategy on a bi-annual basis.~~

~~1.3 To delegate decision-making in respect of estates governance and policy to Estates Strategy Board.~~

1.42 To approve policies on investments in respect of general and specific funds, and other funds of which the Council acts as Trustee, within such powers as are granted by the Charter.

1.53 To monitor performance against a ~~Fundraising~~fundraising Strategy ~~strategy~~ to be determined by the Executive and advise Council accordingly.

2. Budget-setting and financial forecasting

2.1 To recommend to Council the annual budgets and the financial forecasts ~~produced for submission to HEFCE.~~

2.2 To approve ~~budgetary and financial control procedures~~accounting policy and recommend to Council the Financial Regulations and Scheme of Delegation of Financial Authority.

3. Financial Performance

3.1 Through an agreed reporting process from the Executive, to monitor the financial situation of QMUL, both capital and revenue, and to ~~make recommendations concerning action necessary~~ ensure that appropriate actions are taken to ~~ensure safeguard~~ the financial viability of QMUL in the short and long term.

3.2 To review on an annual basis the consolidated Financial Statements of QMUL, which have been subject to external audit and prior to testing by Audit and Risk Committee and adoption by Council.

3.3 To receive and monitor on behalf of the Council, the financial reports and accounts of the subsidiary and associated companies.

3.4 To monitor the financial performance and conduct of the financial affairs of the Students' Union on a periodic basis, taking into account the role played by, and views of the Students' Union Board of Trustees.

3.5 To monitor the financial performance of QMUL's overseas operations and partnerships.

3.6 To monitor and, as appropriate, undertake an assessment of the impact of QMUL's contingent liabilities and *their potential* financial impact.

4. Capital Projects

~~4.1 To approve the annual capital prioritisation plan To advise Council on plans and budgets produced by the Executive for large capital projects in line with the requirements of HEFCE's Capital Investment Framework (CIF) and to monitor progress against those plans and budgets.~~

~~4.2 To approve or recommend to Council business cases for capital projects in line with the Scheme of Delegation of Financial Authority.~~

~~4.3 To monitor the financial performance of the capital programme.~~

5. Assets

5.1 To consider proposals affecting major assets, in particular the estate, and to decide or recommend to the Council as appropriate.

~~5.2 To receive summary reports of gifts and bequests, research grants and contracts.~~

~~6. Value for Money (VfM)~~

~~6.1 To approve and monitor progress against the Value for Money Strategy and targets.~~

~~7. Investment and Treasury Management~~

~~7.1 To approve the appointment of bankers and the provisions of the bank mandate.~~

~~7.2 To approve a strategy for borrowing, investment of funds and raising of monies, in line with any provisions of the Charter, Ordinances and Financial Regulations.~~

~~7.3 To appoint, and terminate the appointment of, investment managers and advisers and review their performance on a periodic basis against agreed targets and benchmarks.~~

~~8. Committee evaluation~~

~~8.1 To review the Committee's effectiveness and the suitability of its terms of reference annually.~~

Membership of Finance and Investment Committee

- Treasurer (ex-officio) who will be the Chairman of the Committee
- Three further external members of Council
- The President and Principal (ex-officio)
- Up to three co-opted members who are external to QMUL and have relevant expertise

In attendance (as required)

- Academic Registrar and Council Secretary
- Chief Operating Officer
- Chief Strategy Officer
- Director of Finance

- Director of Estates and Facilities
- Investment Managers (as required)

Mode of Operation

1. Finance and Investment Committee meets at least four times per year.
2. The Committee reports to ~~the next meeting of~~ Council through submission of the minutes of following each of its meetings with a coversheet highlighting the key decisions and discussions, and through an oral report by the Treasurer in the form of an executive summary of its minutes. Specific proposals requiring Council consideration and approval are identified in the terms of reference.

**Finance and Investment Committee
Membership 2017–18**

Chairman

Treasurer

Luke Savage

Ex-Officio member

The President and Principal

Professor Colin Bailey

Three external members of Council

Veronique Bouchet
John Yard
Vacancy

Up to three co-opted members¹

David Russell

In attendance

Academic Registrar and Council Secretary

Chief Strategy Officer

Chief Operating Officer

Finance Director

Director of Estates and Facilities

Jonathan Morgan

Dean Curtis

Laura Gibbs

Joanne Jones

Mike Sheppard

Ruffer LLP (as required)

Ruffer LLP (as required)

Trevor Bradley

David Ballance

Secretariat

Assistant Registrar (Council & Governance)

Sian Marshall

Papers circulated for information to:

Hard copy to:

Archivist

Naomi Sharp

Electronically to:

Chairman of Audit and Risk Committee

QMSU President

David Willis

Yasir Yeahia

¹ Not members of Council, but co-opted on the basis of expertise in a specific area.