

C.5 FINANCE COMMITTEE

C.5.1 PURPOSE

The Committee provides assurance and advice to Council in relation to CSG's long-term financial sustainability, through general supervision of CSG's finances and in relation to the University's long-term plans for its estate and their delivery. This includes: i) reviewing CSG's financial plans and budgets; ii) monitoring financial performance against budget; iii) reviewing funding, banking and other financing arrangements; iv) recommendation to Council of capital projects and other major commitments. In providing its advice and recommendations to Council the Committee will challenge and provide input on the proposals being made to Council.

C.5.2 TERMS OF REFERENCE

- i. Recommend a financial strategy to Council to be reviewed on an annual basis, meeting the objectives of the strategic plan.
- ii. Consider and recommend to Council the annual income and expenditure, cashflow and capital expenditure budget for the forthcoming year.
- iii. Monitor, and report to Council, on actual income and expenditure and cash flow throughout the year and on the projected financial outturn for the year compared with budget.
- iv. Provide comment, guidance, support and challenge in the preparation of the financial statements, the associated disclosures and underlying assumptions prior to the same being submitted to the external auditors for consideration.
- v. Provide comment, guidance, support and challenge in the preparation of the draft Annual Report, prior to it being submitted to Audit and Risk Committee by management for consideration and recommendation to Council for approval
- vi. Review CSG's five-year forecasts of income and expenditure (recurrent and capital) as submitted to the OfS or as otherwise required, and report thereon to Council.
- vii. Consider reports on developments that may result in additional future financial commitments for CSG, and report thereon to Council.
- viii. Consider and, as appropriate, take action on the following matters:
 - a. Policy relating to CSG's banking arrangements, including: i) the appointment of bankers and of any other officers or agents whom the Committee deems it expedient to appoint, and ii) the bank mandate and overdraft facilities.
 - b. Ensuring that appropriate funding is in place, including arrangements for short-term and long-term borrowings for capital projects or other purposes.
 - c. CSG's long- and short-term investments.
 - d. Policy relating to CSG's insurances.
 - e. Writing off of losses or deficiencies in money or stores, irrecoverable debts or overpayments, and disposal of obsolete equipment.
 - f. Other relevant financial matters including loans and advances; guarantees involving a material financial liability.

- g. Policy in relation to, and financial performance of, endowments funds (including in relation to relevant ESG policies).
- ix. Monitor the development and delivery of the financial aspects of the estates and capital infrastructure strategy on behalf of Council including:
 - a. oversight of the strategic management of the University's land, buildings and capital infrastructure including IT with the aim of providing an environment that will facilitate high quality teaching and learning and research on a cost-efficient basis;
 - b. recommendation of policies and procedures that are necessary to the management of the estate and capital infrastructure including the long-term maintenance plan;
 - c. monitoring of policies for the use of the estate for commercial and income-generating purposes.
- x. Review and recommend for approval a capital programme which provides the context for the consideration of capital project proposals.
- xi. Consider reports from the estates and IT management teams on the financial position of current capital projects, and report thereon to Council.
- xii. Consider and, if thought appropriate, make recommendations to Council for the power to enter into contracts in line with [Ordinance B3](#).
- xiii. Receive and recommend to Council for approval the Students' Union budget for the forthcoming financial year and note the annual Students' Union financial statements. Receive reports and review periodically Students' Union expenditure and budgeting.
- xiv. Receive advice from appropriate bodies in respect of companies in which CSG has a substantial shareholding, and to request financial reports and forecasts from these companies, where appropriate.
- xv. Consider the financial risks to CSG, together with the financial implications of non-financial risks, in both cases relative to the financial plan, and monitor performance against the associated risk management plans
- xvi. Review and provide advice to Council on the University's investment policy including policy on sustainable investment.
- xvii. Receive the annual TRAC report and the annual Schools Contribution Analysis report.
- xviii. Report to Council by submission to the Council of the Minutes of each meeting of the Finance Committee, together with an oral report, as required, by the Chair of the Finance Committee.

C.5.3 MEMBERSHIP

- i Up to six independent members of Council
- ii Up to two co-opted members

- iii The President
- iv One student member of Council
- v One staff member of Council

For meetings to be quorate at least three members of the Finance Committee including at least two independent members of Council must be present.

C.5.4 IN ATTENDANCE

- i Deputy President & Provost
- ii Deputy President (Operations)
- iii Chief Financial Officer
- iv Director of Estates, Environment and Facilities
- v Director of Strategy and Planning
- vi Chief Information Officer
- vii Other officers as required
- viii Any independent member of Council who wishes to attend.
- ix University Secretary / Director of Governance Support, Development and Integration
- x Clerk (Governance Team)

Note: at each meeting an Executive Dean will be invited to attend, to present an update on the operating and financial performance of their school.

C.5.5 FREQUENCY OF MEETINGS

At least four times per year.