

C.5 STRATEGY AND FINANCE COMMITTEE

C.5.1 PURPOSE

The Committee provides assurance and advice to Council in relation to:

- a. The development of City's Strategy, and its implementation
- b. Strategic projects at City, i.e., proposals for major organisational change and developments related to City's strategic objectives; and their implementation
- c. City's long-term financial sustainability, through general supervision of City's finances.

C.5.2 TERMS OF REFERENCE

- i. To provide assurance and advice for Council on the progress in:
 - a. developing City's Strategy and its implementation
 - b. developing proposals for major organisational change and their implementation.
- ii. To receive regular reports and provide advice to Council on the delivery of strategies underpinning the delivery of objectives in the Strategic Plan. This will include consideration of:
 - a. The development of KPIs against which the success of the strategy will be judged; and the monitoring of outcomes against those KPIs
 - b. The annual report to Council on the implementation of City's EDI Action Plan.
 - c. The annual HR report to Council.
- iii. To receive regular reports on the implementation of strategic projects at City, i.e., proposals for major organisational change and developments related to City's strategic objectives.
- iv. To review and recommend to Council the annual budget; and the Five-Year Financial Plan
- v. To review and provide advice to Council on City's quarterly Financial Reports To advise Council on the proposals to be brought forward for
 - a. business cases for capital investment in the estate and Information Technology
 - b. proposals related to external borrowing or financing schemes.
- vi. To review and provide advice to Council on City's investment policy including policy on sustainable investment.
- vii. To receive the annual TRAC report and the annual Schools Contribution Analysis report.

C.5.3 MEMBERSHIP

- i. Up to six independent members of Council
- ii. Up to two co-opted members
- iii. The Vice-Chancellor and President
- iv. The Student Union's President

C.5.4 IN ATTENDANCE

- i. Deputy President
- ii. Chief Operating Officer
- iii. Chief Financial Officer
- iv. The Director of Strategy and Planning
- v. A member of academic staff who does not form part of the Senior Leadership Team
- vi. Other officers as required
- vii. Any lay member of Council who wishes to attend.

Note: at each meeting an Executive Dean will be invited to attend, to give a brief presentation on strategy and finance issues; and to participate in consideration of other items on the agenda.

C.5.5 FREQUENCY OF MEETINGS

At least four times per year.