

Employment and Finance Committee Terms of Reference 2023/24

Section 1: Purpose	
<p>The Employment and Finance Committee has delegated authority from the Board of Governors to monitor performance in the areas of Finance, Human Resources, Estates, Information Technology (IT), and resources and assets in their widest sense.</p> <p>This includes authority to approve financial, human resource and contractual commitments and capital projects and infrastructure investment on behalf of the Board of Governors in accordance with the powers of the Board as set out in the Instrument of Government, Scheme of Delegation and Financial Regulations.</p> <p>The function of Employment and Finance Committee is to ensure that the University Executive is effectively managing the University's resources, and safeguarding its solvency and sustainability, as well as assurance that the generation and diversification of income is a contributing factor to this. A stance of constructive challenge and independent advice will be taken by the Committee to support the University Executive in its responsibility for the development and delivery of activity in the areas in its remit. The specific duties of the Committee are covered below:</p>	
Section 2: Roles and Responsibilities	
Section 2a: General Business	
2.1	To consider, on behalf of the Board of Governors, the principles and major proposals developed by the University Executive for financial planning and improvement, treasury management, human resources, staff pay and conditions, organisational development, the estates plan and wider capital development and investment, including Information Technology (IT).
2.2	To recommend for endorsement by the Board of Governors strategic plans or frameworks developed by the University Executive in relation to the areas identified in 2.1 above.
2.3	To approve on behalf of the Board of Governors relevant policies and regulations relating to 2.1 above, unless express Board approval is required.
2.4	To monitor scenario-planning, projections and sensitivity analysis in relation to any aspects of finance, staffing and estates (or any activities which have implications for these) presented by the University Executive.
Section 2b: Financial Planning and Improvement	
2.5	To consider medium term capital forecasts and revenue and recommend the annual budget and longer-term forecasts for approval by the Board of Governors and onward submission to the Office for Students (OfS).
2.6	To consider and approve on behalf of the Board of Governors any in-year changes to the budget that exceed the income and expenditure thresholds as set in Financial Regulations and noted in paragraph 2.25 below.
2.7	To review the annual financial statements of the University and Group companies to assess the strength of the financial performance of the University Group, and to recommend these for consideration by the Audit Committee and approval by the Board of Governors.
2.8	To review and advise the University Executive on plans and programmes to deliver financial improvement, including cost efficiency exercises and income generation and diversification, and to seek assurance from the University Executive that these plans contribute to the financial sustainability of the University.
2.9	To consider and recommend for approval by the Board of Governors, major proposals presented to it linked to investment and financing strategy.
2.10	To consider the University's approach to cash management, review its cashflow position, and periodically to review debt management policy.
2.11	To appoint, and review the performance of, the University's Bankers.
2.12	To consider and approve any material changes to the University's borrowing or loan facilities.
2.13	To approve annual tuition fees and student financial support arrangements on the recommendation of the University Executive, with the exception of the Home/EU Undergraduate tuition fee which require annual Board of Governors' approval.
2.14	To monitor the financial position of the Students' Union on behalf of the Board of Governors, with reference to the decisions of the Students' Union's Board of Trustees.

Section 2c: People, Organisational Development and Staffing	
2.15	To consider and approve, on behalf of the Board of Governors, the framework for the pay and conditions of service of all staff, noting that the Committee may determine that major contractual or organisational staff changes merit Board of Governors' advice or approval. In addressing this responsibility, Employment and Finance Committee may from time to time take advice from Remuneration Committee where its considerations in relation to senior staff may have implications for the University's overall approach to staff pay and reward.
2.16	To consider proposals from the University Executive on pensions strategy and major matters affecting the University's pension liabilities, scheme of eligibility and operations.
2.17	To consider equality, diversity and inclusion policies and performance as related to staff.
2.18	To consider information on the outcomes of the University's approach to Health and Safety and approach to promoting and supporting positive staff wellbeing.
2.19	To receive updates on major organisational changes where there is the potential for staff to be significantly impacted.
2.20	To receive updates on the University's achievement of a consistently positive Culture in which colleagues are supported to thrive and reach their potential in pursuit of the University Strategy.
2.21	To receive updates on the engagement and involvement of staff in initiatives and other activities to improve and develop the Institution and its performance, so that there is shared ownership and understanding of the plans and their intended benefits and implications.
2.22	To receive updates on any other matters which are related to the achievement of Business Outcomes which impact significantly on staff.
Section 2d: Capital, Estates and Contracts	
2.23	To approve major capital and infrastructure investment as part of the wider annual budget and capital expenditure framework, and monitor performance against major project targets and milestones.
2.24	To approve or make recommendations to the Board of Governors, as appropriate, on the acquisition and disposal of land, buildings and other major assets.
2.25	To approve contracts and tenders in excess of £2m (expenditure) or £5m (income), noting Board of Governors' approval is required for building related contracts exceeding £10m.
Section 2e: Other	
2.26	To approve the establishment of, major adjustments to, or winding up of subsidiary companies and joint ventures of the University.
2.27	To undertake any additional duties as requested by the Board of Governors, in conjunction with the other committees of the Board, where appropriate.
Section 3: Mode of Operation	
3.1	The Committee will hold the University Executive to account by monitoring the adequacy of financial and wider resourcing arrangements and provide constructive challenge and input to discussions and decision-making. This will be achieved through: <ul style="list-style-type: none"> The consideration of regular reports from University Executive, including University-wide, faculty and service monitoring reports and commentaries. These will be supplemented by presentations and delivery of reports at meetings, and circulation of information in the intervening period between meetings. In carrying out this function the Committee will provide information, assurance and, where required, recommendations to the Board of Governors and Audit Committee on the wider financial and resourcing strategy for the University to inform the Board's non-delegable responsibility for ensuring the solvency of the University. Cross-committee working, including the referral of matters brought before it to another committee or body where specialist consideration or investigation is required. Referral of business should be approved by the Chairs of the relevant committees and the Chair of the Board of Governors. Cross-committee interactions, including off-committee working groups will be established where required to take forward matters which span the remit of more than one body.
Section 4: Constitution	
4.1	The Committee shall consist of Independent Governors, one of whom will Chair the Committee plus the Vice-Chancellor and Chief Executive as an ex-officio member. Membership of the Committee is reviewed annually by Nominations Committee. Membership of the Committee would be up to three years, co-terminous with a governor's term of office, and may be subject to renewal for a further term.
4.2	The quorum for the Committee is a simple majority of its members. Co-opted members of Board Committees form part of the quorum and have full voting rights. Attendees from the Board of Governors and other Committees, observers or senior management attendees do not form part of the quorum, nor do they have the right to vote.
4.3	The Committee meets at least three times per year either on campus or online at the discretion

	and judgement of the Chair with this set in advance of the first meeting of the year. Where a Committee member or regular attendee is genuinely unable to attend an on campus meeting in person but could join it online, arrangements will be made for them to do so. Also at the discretion and judgement of the Chair it may transact decisions by written resolution by a simple majority of members where it is not possible or expedient to meet either physically or virtually.	
Section 5: Membership		
Helen Fairfoul (Chair)	Independent Governor	2 nd term ends: 28/02/26
Dr Roberta Blackman-Woods	Independent Governor	2 nd term ends: 31/07/26
Hassan Kajee	Independent Governor	1 st terms ends: 31/08/25
Mark Larsen	Independent Governor	1 st terms ends: 30/04/26
Professor Andy Long	Vice Chancellor and Chief Executive	N/a (ex-officio)
Ian Wilkin	Independent Governor	1 st terms ends: 30/04/26
David Pearson	Co-opted Board Committee Member	1 st term ends: 20/05/24
Helen Colclough	Co-opted Board Committee Member	1 st term ends: 31/08/25
Observers		
Sally Pelham	Independent Governor	3 rd term ends: 18/12/23
Libby Orme	Staff Governor	1 st term ends: 31/07/24
Nerius Shah	Student Governor	1 st Term ends: 30/06/24
<u>Committee Secretary:</u>		
Georgina Bailes	Secretary	
Richard Elliott	Assistant Secretary	
<u>Individuals with a standing invitation to attend each meeting:</u>		
Professor Tom Lawson	Deputy Vice-Chancellor	
Simon Newitt	Chief Financial Officer	
Jane Embley	Chief People Officer	
Peter Thomas	Chief Marketing Officer	
Dan Monnery	Chief Strategy Officer	
Other management role-holders may be invited as required for specific items.		