

2022 FINANCE AND BUSINESS AFFAIRS COMMITTEE BUSINESS SCHEDULE

Terms of reference	Item No.	Action Item	Responsibility	Meetings				
				<u>1</u> 28 Feb	<u>2</u> 11 May	<u>3</u> 25 Jul	<u>4</u> 22 Sep	<u>5</u> 28 Oct
1. To advise Council on the adequacy of financial planning, reporting and performance to meet the University's goals and strategic objectives.	1.1	Consider reports on financial issues, as required.	CFO	X	X	X	X	X
	1.2	Consider future growth opportunities, as required.	CFO	X	X	X	X	X
	1.3	Consider borrowing strategy and funding requirements, and if appropriate recommend to Council for approval.	CFO			X		
	1.4	Consider comparative 2021 financial results for Victorian Universities and report to Council for noting.	CFO		X			
2. To consider and, if appropriate, recommend to Council for approval the University's Financial Plan (incorporating annual budget and business plan) in accordance with section 3(b) of the <i>Deakin University Act</i>.	2.1	Consider the approach to development of the Deakin University Financial Plan 2023-2025, incorporating the 2023 Budget, and report to Council for noting.	CFO				X	
	2.2	Consider the proposed Deakin University Financial Plan 2023-2025, incorporating the 2023 Budget, and if appropriate recommend to Council for approval.	CFO					X
3. To monitor and report to Council on the University's financial performance (including operating, capital and project expenditure) against budget, cash flow projections and return-on-investment objectives.	3.1	Consider the end of year financial report, including forecast projections for the year, capital expenditure performance and investment performance for the period ending 31 December 2021, and if appropriate recommend to Council for approval.	CFO	X				
	3.2	Consider the financial report, including cash flow projections for the year and capital expenditure performance for the most recent monthly reporting period for 2022 and forwarded to each Council meeting for noting.	CFO		X OL1	X June	X OL2	
4. To consider and, if appropriate, recommend to Council for approval policies relating to the governance of financial and commercial matters.	4.1	Consider new or amended policies, as required, and if appropriate recommend to Council for approval.	CFO	X	X	X	X	X
5. To consider and, if appropriate, recommend to Council for approval business cases for: a. major projects of \$10 million or greater that form part of the	5.1	Consider business cases for major projects or the establishment of University Institutes, as required, and if appropriate recommend to Council for approval.	CFO/VC	X	X	X	X	X

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capital expenditure and projects program b. the establishment of University Institutes in accordance with section 17 of the <i>Council Regulations</i> .								
6. To monitor major projects to ensure that they meet key milestones, performance indicators and objectives.	6.1	Consider major projects report for the most recent monthly reporting period for 2022 and forwarded to each Council meeting for noting.	CFO	X Jan	X Mar	X June	X Aug	X Sep
	6.2	Consider Project Lessons Learnt report.	CFO				X	
7. To approve and report variations of up to 10 per cent to the budget of approved major projects provided that any variation is fully covered by the Financial Plan and does not exceed \$10 million.	7.1	Consider change requests for major projects, and if appropriate recommend to Council for approval.	CFO	X	X	X	X	X
8. To advise Council on the establishment of commercial activities and entities in accordance with Part 6 of the <i>Deakin University Act</i> .	8.1	Consider proposals to establish commercial activities and entities, and if appropriate recommend to Council for approval.	CFO	X	X	X	X	X
9. To oversee the financial performance and business planning of controlled and associated entities, including: a. Deakin Residential Services b. research commercialisation companies or ventures c. other commercial entities as referenced at term of reference 8.	9.1	Consider reports of reviews by the boards of University controlled entities, of their own performance, for 2021.	CFO	X				
	9.2	Consider review the corporate governance statements and board memberships for controlled commercial entities.	CFO	X				
	9.3	Consider quarterly reports of performance against 2022 business plans, from University controlled commercial entities.	CFO	X Q4 2021	X Q1	X Q2		X Q3
	9.4	Consider draft 2023 business plans from University controlled commercial entities, and if appropriate approve and report to Council for noting.	CFO					X
	9.5	Consider the year to date performance report for DeakinCo., and report to Council for noting.	CFO				X Aug incorp OL2	

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	9.6	Consider the report on performance of companies which Deakin has significant shareholdings, and report to Council for noting.	CFO	X				
	9.7	Consider reports on new equity investments or significant changes to equity investments, as required and report to Council for noting.	CFO	X	X	X	X	X
10. To monitor and report to Council on plans for the development, maintenance and utilisation of: a. physical infrastructure, assets and property at each campus b. digital and ICT applications, systems and infrastructure.	10.1	Receive presentation on mid-year progress of Campus Infrastructure and Property Strategy (2022-2026).	EVP Futures			X		
	10.2	Consider annual update to Campus Infrastructure and Property Strategy (2023-2027), and report to Council for noting.	EVP Futures				X	
	10.3	Receive presentation on mid-year progress of Digital and ICT Strategy (2022-2026).	EVP Futures			X		
	10.4	Consider annual update to Digital and ICT Strategy (2023-2027), and report to Council for noting.	EVP Futures	X (2022-26)			X	
11. To monitor the management and utilisation of the University's assets.	11.1	Consider the University asset management report 2022, and report to Council for noting.	CFO					X
12. To consider and make recommendations to Council on proposals for the acquisition or disposal of land or property or entering into leases exceeding 21 years.	12.1	Consider proposals to acquire or dispose of land or property, or to enter into long-term leases, and if appropriate recommend to Council for approval.	EVP Futures	X	X	X	X	X
13. To monitor and provide advice to Council on the budgets, financial accounts and financial sustainability of the Deakin University Student Associations pursuant to service level agreements or other agreements with the University.	13.1	Consider Deakin University Student Association (DUSA) financial statements for the year ended 31 December 2021, and report to Council for noting.	CFO		X			
	13.2	Consider financial report for DUSA as at 30 June 2022, and report to Council for noting.	CFO				X	
	13.3	Consider draft Deakin University Student Association (DUSA) 2023 budget, and report to Council for noting.	CFO					X
	13.4	Consider a report on the discharge of obligations under University provided funds (i.e. Student Services and Amenities Fund), and report to Council for noting.	EVP Resources (ED, DEI)		X			

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14. To advise and make recommendations to Council on any matters regarding finances, resources, projects or commercialisation referred to it by Council.	14.1	Consider recommendations as required.						
Other Items								
Finance and Business Affairs Committee's own affairs and effectiveness								
2023 business schedule	15.1	Consider and if appropriate approve the annual business schedule.	FBAC Secretary					X
2022 meeting schedule	15.2	Receive meeting schedule.	FBAC Secretary			X		
Review Finance and Business Affairs Committee terms of reference	15.3	Consider amendments to Finance and Business Affairs Committee terms of reference <i>as required</i> , and if appropriate recommend to Council via the Chancellor's Advisory Committee for approval.	FBAC Secretary/ All	X	X	X	X	X
Biennial review of performance of the Finance and Business Affairs Committee.	15.4	Consider the review of the Finance and Business Affairs Committee, and if appropriate make recommendations to Council for approval.	FBAC Secretary/ All			X		