

FINANCE AND BUSINESS AFFAIRS COMMITTEE'S FULFILMENT OF ITS 2019 BUSINESS SCHEDULE

The Finance and Business Affairs Committee fulfilled all of its responsibilities in 2019 as set out in the below table.

In particular in 2019 the Committee:

- provided effective governance oversight of the University's controlled entities, including the consideration of annual board and quarterly performance reports and the approval of business plans for entities
- monitored the budget, financial accounts and financial sustainability of the Deakin University Student Association, and considered the discharge of obligations under the University provided Student Services and Amenities Fee funds
- endorsed the strategy for the development, maintenance and utilisation of physical infrastructure at each campus; and considered a proposal for a land exchange and a proposal to enter a long term lease
- considered:
 - Financial reports, and contributed to and endorsed the strategy for the development of the 2020-2022 Financial Plan
 - Major Projects reports, and endorsed two business cases and change requests for major projects that comprise the capital expenditure program
 - the nature, scale and rationale of the University's equity investments in companies
 - business plans to establish new Institutes.

The below table also sets out the report on the exercise of delegated authority held by the Committee. The delegation continues to be current and appropriate.

All of the Committee's recommendations to Council were approved.

12 December 2019

Terms of reference	Actions	Outcomes	Achieved
1. To advise and make recommendations to Council on matters concerning the University's consolidated finances, investments, borrowings and fixed assets including (but limited to):	The Committee considered a report on the administration of the Student Loan and Grant Fund in 2018 and actions arising.	The Committee was satisfied that the Fund had been administered appropriately. The Committee endorsed a proposal from management to disband the Fund and to integrate it into operating budgets and practices.	Yes
	At Meeting 1, 2019 the Committee considered a report on performance of companies which Deakin University has significant shareholdings.	The Committee reviewed the performance of equity investments in companies and noted the nature and scale of the investments and rationale for making and maintaining each investment.	
a) annual consideration of the University's Financial Plan and recommendation to Council for receipt, consideration and, if appropriate, approval.	Consider the proposed Deakin University Financial Plan 2020-2022, incorporating the 2020 Budget.	The Committee endorsed the Deakin University Financial Plan 2020-2022 and forwarded the Plan to Council for consideration.	Yes
b) consideration of business cases for the individual major ¹ projects that comprise the capital expenditure program and their recommendation to Council for receipt, consideration, and if appropriate, approval	The Committee considered proposals for major projects.	The Committee endorsed two business case and four change requests that comprise the capital expenditure program for forwarding to Council for approval. Business cases and change requests were approved by Council.	Yes
c) consideration at each meeting of the University's financial report including cash flow projections, reports of performance against the budget for project expenditure and a summary of investment performance and their recommendation to Council for consideration.	At Meeting 1, 2019 the Committee comprehensively reviewed 2018 end of year financial report, including capital expenditure performance and investment performance for the period ending 31 December 2018.	The Committee noted the University's favourable surplus and reasons for variations to income and expenditure between 2017 and 2018 and forwarded the 2018 financial report to Council for consideration at its meeting on 21 March 2019.	Yes
	At each meeting the Committee reviewed Financial Reports, including cash flow projections for the year and capital expenditure performance and Major Project reports for the most recent monthly reporting period for 2019.	The Committee monitored the University's financial position and the progress of major and ICT projects. Any variations from expected performance were analysed, and any issues arising were addressed, particularly regarding the delivery of projects. The reports were forwarded to each meeting of Council for consideration.	
2. To review, approve and report to Council as appropriate on policies relating to the University's Financial Plan and the management of the University's fixed assets.	To review and amend policies as appropriate.	No recommendations for amendment were received in 2019. The Commercial Activities and Entities policy suite is currently under review and the revised policy suite will be considered in 2020.	Yes

¹ Major capital projects are defined as being individual projects for which expenditure will be \$10 million or greater.

Terms of reference	Actions	Outcomes	Achieved
3. To provide effective governance oversight of university entities, incorporated and unincorporated, and report any issues to Council, and to consider other reports as determined appropriate.	At Meeting 1, 2019 the Committee reviewed reports of reviews by the boards of University controlled entities, of their own performance, for 2018.	The Committee determined that that each of the Boards had satisfactorily fulfilled their obligations during 2018.	Yes
	The Committee considered a report on performance of companies which Deakin University has significant shareholdings.	The Committee reviewed the performance of the University's associate and non-associated entities, and noted the nature, scale and rationale of the University's equity investments in companies.	
	Review the draft 2020 Business Plans for Deakin Residential Services Pty Ltd and Unilink Limited.	The Committee approved the 2020 Business Plans for Deakin Residential Services Pty Ltd and Unilink Limited.	
	At each meeting the Committee reviewed quarterly reports (quarter 4, 2018 and quarters 1, 2, 3, 2019) of performance against Business Plans, from University controlled entities: Deakin Residential Services Pty Ltd and Unilink Limited.	The Committee monitored the performance of the controlled entities. Any variations from expected performance were analysed. Performance of each of the entities was reported to Council for noting following each meeting. Quarter 4, 2019 reports will be submitted to Meeting 1, 2020 for consideration.	
	The Committee considered the performance of DeakinCo.	The Committee monitored the amalgamation of the DeakinDigital and DeakinPrime to ensure that the activities set out in the DeakinDigital 2017-19 budget and business plan were delivered under DeakinCo. At Meeting 4, 2019 the Committee noted DeakinCo.'s year to date 2019 financial performance and 2019-2021 budget projections, and endorsed the new direction of DeakinCo.	
4. To receive and monitor the budgets, financial accounts and financial sustainability of student associations pursuant to service level agreements or other agreements with the University.	The Committee reviewed Deakin University Student Association's (DUSA) financial statements for the year ended 31 December 2018.	At Meeting 2, 2019 the Committee noted the performance of DUSA for year ended 31 December 2018.	Yes
	The Committee reviewed the Financial report for DUSA as at 30 June 2019.	The Committee monitored the financial performance and cash flow projections for DUSA at Meeting 4, 2019.	
	The Committee considered DUSA's draft 2020-2022 financial forecast.	The Committee endorsed DUSA's 2020 budget.	
	The Committee reviewed a report of the discharge of obligations under University provided funds (i.e. Student Services and Amenities Fund).	The Committee considered the report and advised Council that all funds were allocated and utilised by DUSA in accordance with Government requirements and University Service Level Agreements.	

Terms of reference	Actions	Outcomes	Achieved
5. To consider plans for the development, maintenance and utilisation of physical infrastructure at each campus and make recommendations to Council for their approval and/or amendment as required.	The Committee considered reports and a presentation by the Chief Operating Officer on Campus Infrastructure and Utilisation Plan as it relates to campus development.	The Committee monitored the development, maintenance and utilisation of physical development and endorsed the Campus Infrastructure and Property Strategy 2020-2024.	Yes
6. To receive an annual report on the utilisation of University buildings for teaching, research and other purposes.	The Committee considered a report and presentation by the Chief Operating Officer on campus infrastructure and property and the utilisation of University buildings.	The Committee monitored the utilisation of University buildings and noted the current challenges, opportunities and broad plans for each campus; and endorsed the utilisation strategy.	Yes
7. To review an asset management report and upon identification of any issue, propose actions to Council.	The Committee considered the University asset management report for 2019.	The Committee noted the management and utilisation of Deakin University's assets, and monitor the risk responses.	Yes
8. To advise and make recommendations to Council on any matters referred to it by Council.	To consider recommendations as required.	No items were referred from Council for consideration during 2019.	Yes
9. To make such recommendations to Council as the Committee considers appropriate in respect of the matters referred to in the foregoing paragraphs.	The Committee considered proposals on strategic grounds.	The Committee endorsed the proposals. Subject to conditions Council approved each proposal.	Yes

Other items

Item/Action	Outcomes
The Committee considered a report on the fulfilment by the Finance and Business Affairs Committee of its 2019 business schedule, including an oral report from the Chair on her assessment of the effectiveness of the Committee during 2019.	Reported to Council on 12 December 2019 (along with similar reports from other Committees) and published on Council's website afterwards, excluding any confidential matters.
The Committee will consider at the present meeting the proposed 2020 Finance and Business Affairs Committee business schedule.	Reported to Council on 12 December 2019 (along with similar reports from other Committees) and published on Council's website afterwards, excluding any confidential matters.
The Committee received and noted its 2020 Finance and Business Affairs Committee meeting schedule at its meeting on 16 July 2019.	The committee meeting details are available on the University committee meeting schedule on DeakinSync, and on the Council website.
Finance and Business Affairs Committee review of terms of reference	No changes made to the Committee's terms of reference in 2019.
Finance and Business Affairs Committee biennial review of performance.	The 2019 Council performance review found that Council's committee system was working well. No specific actions regarding the Finance and Business Affairs Committee arose from the review.
Membership.	The Committee had a vacancy during 2019. Council approved a new member at its meeting on 14 November 2019 to commence on 1 January 2020.

ACTIONS TAKEN BY THE FINANCE AND BUSINESS AFFAIRS COMMITTEE EXERCISING DELEGATED AUTHORITY, 2019

Delegation	To Whom	Actions taken under delegation	Reporting / Recording
In accordance with a standing resolution of Council, approve the Business Plans for Deakin Residential Services Pty Ltd (DRS) and Unilink Limited (Unilink).	Finance and Business Affairs Committee	To consider, and if appropriate approve, the 2020 Business Plans for DRS and Unilink.	The Committee reported to the Council meeting on 14 November 2019 that it had approved the 2020 Business Plans for DRS and Unilink.