

2025 FINANCE AND BUSINESS AFFAIRS COMMITTEE BUSINESS SCHEDULE

Terms of reference	Item No.	Action Item	Responsibility	Meetings				
				1 3 March	2 15 May	3 21 July	4 15 Sep	5 27 Oct
Oversight of financial planning and performance								
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 matters, as required.	CFO	X	X	X	X	X
	1.4	Consider comparative 2024 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 2026-2028, incorporating the 2026 Budget, and report to Council for noting.	CFO				X	
	2.2	Consider the proposed Deakin University Financial Plan 2026-2028, including any funding requirements, incorporating the 2026 Budget, and 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, capital expenditure performance and investment performance for the period ending 31 December 2024, and forward to Council for consideration.	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 2025 and forward to Council for consideration.	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
	4.2	Annual review of the Commercial Activities and Entities policy and procedure.	CFO				X	
	4.3	Annual review of the Treasury policy and procedure, including reporting annually on the University's treasury activities and any actions required to support a financially sustainable position (<i>per clause 42, Treasury Management Procedure</i>).	CFO				X	

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Major Projects									
5. To consider and, if appropriate, recommend to Council for approval business cases for: a. major projects of \$10 million or greater or of significant complexity or risk that form part of the capital expenditure and projects program b. the establishment of University Institutes in accordance with section 17 of the <i>Council Regulations</i>.	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	
	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 2025 and forward to Council for consideration.	CFO	X Jan	X Mar	X June	X Aug	X Sep
		6.2	Consider Project Lessons Learnt report.	CFO				X	
		6.3	Consider Recycling and Clean Energy Commercialisation Hub biannual reports and forward to Council for consideration.	DVC RI	X			X	
		6.4	Consider International Branch Campus reports and forward to Council for consideration.	DVC P	X	X	X	X	X
6.5	Consider the progress of our overarching carbon neutral strategy and forward to Council for consideration.	DVC P	X (2026)			X (2025)			
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	

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Commercial Activities and Entities								
8. To advise Council on the establishment of commercial activities and entities in accordance with Part 6 of the Deakin University Act.	8.1	Consider proposals to establish commercial activities and entities, and if appropriate recommend to Council for approval.	CFO	N/A	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 2024.	DVC US	X				
	9.2	Consider review the corporate governance statements and board memberships for controlled commercial entities.	DVC US	X				
	9.3	Consider biannual reports of performance against 2025 business plans from the Institute for Regional Security, Unilink Pty Ltd and Universal Motion Simulator Pty Ltd University controlled commercial entities.	DVC US	X Q4			X Q2	
	9.4	Consider quarterly reports of performance against 2025 business plans, from Deakin Residential Services and any other University controlled commercial entities.	DVC US	X Q4 2024	X Q1		X Q2	X Q3
	9.5	Consider draft 2026 business plans from University controlled commercial entities, and if appropriate approve and report to Council for noting.	DVC US					X
	9.6	Consider the year-to-date performance report for DeakinCo., and report to Council for noting.	DVC US				X Aug incorp OL2	
	9.7	Consider the: <ul style="list-style-type: none"> report on performance of companies which Deakin has significant shareholdings, and report to Council for noting annual review of the Strategic Equity Investment Review Framework, and if appropriate forward to Council for approval. 	CFO	X				
	9.8	Consider reports on new equity investments or significant changes to equity investments, and associated amendments to the Insider Trading Prevention policy as required, and report to Council for noting.	CFO	X	X	X	X	X

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Physical and Digital Infrastructure								
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	Consider a presentation on strategic project investments 2025-2028.	DVC US			X		
	10.2	Consider and address investment plan 2026-2028 as part of the Deakin University Financial Plan 2026-2028. <i>(NB not a standalone item, incorporated into item 2.2).</i>	DVC US					X
11. To monitor the management and utilisation of the University's assets.	11.1	Consider the University asset management report 2025, 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.	DVC US	X	X	X	X	X
Student Association								
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 2024, and report to Council for noting.	CFO		X			
	13.2	Consider financial report for DUSA as at 30 June 2025.	CFO				X	
	13.3	Consider DUSA 2025 operations to date and draft 2026 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.	DVC US		X			
	13.5	Consider the proposed Student Services and Amenities Fund allocation 2026, and report to Council for noting.	DVC US					X

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Matters referred by Council								
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								
2026 business schedule	15.1	Consider and, if appropriate, approve the annual business schedule.	FBAC Secretary					X
2026 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 as required, 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		
End of year review	15.5	Consider the work undertaken by the Committee in 2025 and make any suggestions for enhancement to the next years' business schedule.	FBAC Secretary/ All					X