

**FINANCE AND INVESTMENT COMMITTEE
05 November 2019**

CONFIRMED MINUTES

Present:

Luke Savage (Chair)	Talhah Atcha	Dr Véronique Bouchet
Ben O'Neill		

In attendance:

Professor Matthew Hilton [for minute 2019.016]	Joanne Jones	Dr Nadine Lewycky
Ian McManus	Jonathan Morgan	Dr Marta Timoncini [for minute 2019.016]
Mike Wojcik [for minute 2019.017]	Andy Gladin	

Apologies:

Professor Colin Bailey	Isabelle Jenkins	David Russell
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Minutes of the meeting held on 23 September 2019 [FIC19/11]

2019.014 The Committee **confirmed** the non-confidential minutes and confidential minutes of the meeting held on 23 September 2019.

Matters arising [FIC19/12]

2019.015 The Committee **received** the matters arising from the meeting held on 23 September 2019. The following points were noted in the discussion:

Malta business case

[a] Following discussion of the Malta business case at the previous meeting, it was agreed that all major capital projects should be subject to a post-project review by the Committee. The Committee had asked management to identify projects and the timing of their reviews. The refurbishment of the Maths Building was the only project which required a review, as reviews had already been conducted for other recently completed capital projects.

[b] The Committee discussed the timing of reviews and **agreed** that future project reviews would be conducted in two phases: the first, at the point of completion; and the second against the business case one year later. Going forward, the timing of the post project reviews would be included in all business cases for major capital projects coming to the Committee.

Carbon management plan

[c] *Minute 2019.015[c] is confidential.*

Deep dive on strategy implementation in HSS Faculty [FIC19/13]

2019.016 *Minute 2019.016 is confidential.*

QMSU year-end accounts 2018–19 [FIC19/14]

2019.017 The Committee **received** the QMSU year-end accounts. The following points were noted in the discussion:

- [a] A recent internal audit found that the financial processes were in order. QMSU had made its final repayment of the loan from the University. This would result in £70K per annum available for reinvestment in QMSU's activities. A five-year financial plan had been developed and the enabling plan was nearing completion.
- [b] The Committee asked what steps were taken to ensure that QMSU priorities were in line with the 2030 Strategy, and would support, for example, the large growth in distance learning students. QMSU representatives attended a large number of university meetings where they could feed into the discussion and decisions. The education enabling plan was built on co-creation with students. The democracy review was in part a response to the 2030 Strategy.
- [c] The Committee commended the work of QMSU in turning around their finances.

Financial commentary 2018–19 and Draft financial statements 2018–19 for submission to the OfS [FIC19/15]

2019.018 The Committee **received** the financial commentary 2018–19 and the draft financial statements 2018–19 for submission to the Office for Students. The following points were noted in the discussion:

- [a] *Minute 2019.018[a] is confidential.*
- [b] There was a discrepancy in the cost of the Stratford residence on page 5 between £3.3m and £3.4m.
- [c] The Committee **agreed**, subject to noting the rounding difference, **to recommend approval** of the draft Financial Statements by Council for submission to the OfS. The Committee thanked Finance for their excellent work.

Financial and student number forecasts to 2023–24 and associated commentary for submission to the OfS [FIC19/16]

2019.019 The Committee **considered** the financial and student number forecasts to 2023–24 and the associated commentary for submission to the OfS. The following points were noted in the discussion:

- [a] The OfS had issued their guidance the previous week and the requirements were greater than in previous years. Because of the tight timeframe, the Finance team was not in a position to present the return at this meeting, but

asked the Committee to agree the basis for the forecast numbers and an appropriate way of engaging with the paperwork to be submitted to Council and the OfS.

[b] The forecast was based on the figures presented in the budget approved in March, which showed the base case and not the strategic growth, with updates for the 2018–19 position. The commentary was based on 16 prescribed questions, some of which pertained to viability, sustainability and obligations related to the covenant which would need Committee review.

[c] The HESA finance return would now be included in the documents to be approved by Council. As this was highly detailed, the Finance team would prepare a one-page summary showing that the guidance had been followed.

[d] The Committee **agreed** the basis for the forecast and that the commentary and methodology would be circulated to the Committee by 13 November so that the Committee would be able give assurances to Council. The return would be submitted to the OfS in December.

Actions: [c] Director of Finance and Resources

[d] Director of Finance and Resources; Committee members

Current financial position [FIC19/17]

2019.020 [a] *Minute 2019.020[a] is confidential.*

Student enrolment update 2019–20 [Oral report]

2019.021 *Minute 2019.021 is confidential.*

Budget principles and approach to 2024–25 [FIC19/18]

2019.022 *Minute 2019.022 is confidential.*

Progress on the Estates enabling plan and capital framework [Oral report]

2019.023 *Minute 2019.023 is confidential.*

Capital funding for refurbishment of Dept. W [FIC19/19]

2019.024 *Minute 2019.024 is confidential.*

Progress on the IT enabling plan and capital framework [FIC19/20]

2019.025 *Minute 2019.025 is confidential.*

Progress on the investment strategy mandate [Oral report]

2019.026 *Minute 2019.026 is confidential.*

Financial performance of transnational education 2018–19 [FIC19/21]

2019.027 The Committee **received** a report on the financial performance of transnational education 2018–19.

Annual review and financial performance of subsidiaries 2018–19 [FIC19/22]

2019.028 *Minute 2019.028 is confidential.*

***Draft agenda for the next meeting [FIC19/23]**

2019.029 The Committee **received** the draft agenda for the next Committee meeting on 18 March 2020.

[a] The agenda would be updated to include a discussion on how the forecasts would be represented to the OfS.

Action: [a] Committee Secretary

Committee membership

2019.030 [a] The Chair expressed his thanks on behalf of the Committee to Véronique Bouchet who was stepping down at the end of her second term of office. Véronique had been an invaluable Committee member, especially in relation to Life Sciences.

[b] The Chair expressed his thanks on behalf of the Committee to Jo Jones. Jo would be leaving Queen Mary to take up a position at the University of Sheffield. During her time, transparency and clarity had improved, as had the interaction between the Committee, Council and Finance.

Meetings in 2019–20

- Wednesday 18 March 2020 at 1530 hours, Robert Tong Room, Mile End.
- Wednesday 17 June 2020 at 1530 hours, Robert Tong Room, Mile End.