



Committee effectiveness report

Outcome requested:	Finance and Investment Committee is asked to consider the findings of the annual effectiveness survey and to discuss proposals for improvement.
Executive Summary:	<p>A survey on the effectiveness of Council and four of the sub-committees was conducted between Thursday 3 August and Saturday 30 September 2017, with specific questions asked about Finance and Investment Committee. Three members of the Committee completed the survey.</p> <p>The key points arising are summarised below.</p> <p>Members agree with the following aspects of committee management:</p> <ul style="list-style-type: none">i. The arrangements for the meetings are fit for purpose;ii. The information provided is timely, accurate and enables the Committee to discharge its duties;iii. The size, nature, experience, skills and diversity of the Committee membership are appropriate to meet its roles and responsibilities;iv. Recruitment and succession planning of Committee members is effectively undertaken (the Council Secretariat and the Chair are considering options for recruiting a successor to Ted Webster on the Committee);v. The meetings are conducted in a way which encourages transparency, openness and engagement;vi. Members are actively involved in discussion and demonstrate a shared purpose and commitment. <p>Members highlighted that improvements could be made in the following areas:</p> <ul style="list-style-type: none">i. There is a need for greater clarity between executive and non-executive responsibilities in relation to capital projects. The revisions made to the Committee's terms of reference have sought to clarify the Committee's role.ii. The format and length of papers has improved but more work is required to ensure that information is presented to the Committee in as effective a way as possible. The Council Secretariat will continue to work closely with paper authors to ensure that papers are appropriate in format and are tailored to the needs of members. <p>Members are invited to consider the following questions in reviewing the survey results, findings and recommendations:</p> <ul style="list-style-type: none">i. Are members satisfied that sufficient action is being taken or is proposed to address the issues raised?ii. Are there further improvements required?

QMUL Strategy:	The effective management of QMUL's governance arrangements underpins the institution's ability to achieve its strategic aims.
Internal/External regulatory/statutory reference points:	CUC HE Code of Governance Finance and Investment Committee terms of reference
Strategic Risks:	13.01 Maintain effective and constructive governance
Equality Impact Assessment:	There are no equality and diversity issues arising from this paper.
Subject to prior and onward consideration by:	Governance Committee 19 October 2017
Confidential paper under FOIA/DPA	No
Timing:	The Committee's terms of reference require an annual review of committee effectiveness.
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Date:	06 November 2017
Senior Management/External Sponsor	Luke Savage, Chair of Finance and Investment Committee