



## Committee effectiveness report

<b>Outcome requested:</b>	Finance and Investment Committee is asked to <b>consider</b> the findings of the annual effectiveness survey and to <b>discuss</b> proposals for improvement.
<b>Executive Summary:</b>	<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"><li>i. The arrangements for the meetings are fit for purpose;</li><li>ii. The information provided is timely, accurate and enables the Committee to discharge its duties;</li><li>iii. The size, nature, experience, skills and diversity of the Committee membership are appropriate to meet its roles and responsibilities;</li><li>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);</li><li>v. The meetings are conducted in a way which encourages transparency, openness and engagement;</li><li>vi. Members are actively involved in discussion and demonstrate a shared purpose and commitment.</li></ul> <p>Members highlighted that improvements could be made in the following areas:</p> <ul style="list-style-type: none"><li>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.</li><li>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.</li></ul> <p>Members are invited to <b>consider</b> the following questions in reviewing the survey results, findings and recommendations:</p> <ul style="list-style-type: none"><li>i. Are members satisfied that sufficient action is being taken or is proposed to address the issues raised?</li><li>ii. Are there further improvements required?</li></ul>

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