



**HSDC CORPORATION  
FINANCE AND ESTATES COMMITTEE  
TERMS OF REFERENCE**

(Last Updated and approved by the Board 9<sup>th</sup> July 2025)

**1. Membership**

The membership will comprise 7 members.

The Principal and Chair will be ex-officio members.

No member of the Audit Committee may serve on the Finance & Estates Committee.

Membership may include up to 2 co-opted members who are not Governors but have relevant skills or experience.

**2. Quorum**

The quorum shall comprise 3 Members of the Committee, 1 of whom must be a College Governor, if the Committee has co-opted members at the time.

**3. Purpose**

The Finance and Estates Committee is required to lead the Corporation on all strategic and policy matters related to the finance, IT, estates management, Health & Safety and Environmental Sustainability of the College, including the various requirements for professional services, in accordance with the Articles of Government.

**4. Appointment of Chair**

The Committee will elect a Chair and Vice-Chair annually.

**5. Officers in Attendance**

The Committee has the right to invite any other person to attend for a part of or for the whole of a meeting. All persons In Attendance shall have no voting rights.

**6. Meetings**

- i) The Committee shall meet as and when necessary for the proper discharge of its responsibilities, but at least three times per year.
- ii) The Clerk to the Corporation shall act as Clerk to the Committee.
- iii) All responsibilities of the Committee will be subject to the Corporation’s approved Scheme of Delegation. Consequently, all decisions of the Committee shall be referred to the Corporation for confirmation, except those specifically delegated, which shall be reported to the Corporation.
- iv) There will be an annual schedule of business to enable Governors to identify when they will receive key items of business – see **Appendix 1**. This schedule is intended to be flexible to meet business needs.

**7. Terms of Reference**

ACTIVITY	HOW
i) To consider and advise the Corporation on all aspects of College finance including financial policies, financial targets and funding arrangements.	<ul style="list-style-type: none"> <li>• Receipt of regular reports on the College’s financial position.</li> <li>• Receipt of regular information about sector funding and related risks and implications.</li> <li>• Regular review of College financial policies.</li> </ul>

ACTIVITY	HOW
ii) To consider and advise the Corporation on the annual estimates and budgets of revenue and capital income and expenditure and other budgets.	<ul style="list-style-type: none"> <li>• Receipt of reports on annual estimates, including commentary, key budget targets and key risks.</li> <li>• Receipt of regular reports on performance against budgets.</li> </ul>
iii) To consider and advise the Corporation on financial forecasts and other financial returns required by the Funding Bodies.	<ul style="list-style-type: none"> <li>• Receipt of reports on Forecasts, including commentary, key budget targets and key risks.</li> </ul>
iv) To review, consider and report on the monthly management accounts of the Corporation.	<ul style="list-style-type: none"> <li>• Regular review of the monthly Management Accounts and projected out-turn against budget.</li> </ul>
v) To consider, review and to recommend the Annual Financial Statements to the Corporation for approval.	<ul style="list-style-type: none"> <li>• Receipt of the College's Annual Financial Statements and related financial report.</li> </ul>
vi) To monitor developments and the financial position of the College with regard to the Strategic Plan.	<ul style="list-style-type: none"> <li>• Receipt of relevant reports in respect of strategic developments which include relevant financial information and risk analysis.</li> </ul>
vii) To review and monitor the College's Marketing Strategy.	<p>Receipt of regular reports on the Marketing Strategy to ensure that:</p> <ul style="list-style-type: none"> <li>• The College is achieving the desired return on investment in this area;</li> <li>• Agreed improvement actions have taken place and their impact has been assessed;</li> <li>• Development plans have been established for the coming period;</li> <li>• All identified developments reflect the College's strategic objectives, local and national context and, where necessary, any legislative issues.</li> </ul>
viii) To consider any proposed capital projects and to advise the Corporation on their financial implications	<ul style="list-style-type: none"> <li>• Receipt of appropriate reports when projects are proposed which include relevant financial information and risk analysis.</li> </ul>
ix) To consider and advise the Corporation on the solvency of the Corporation and the safeguarding of its assets (including insurances).	<ul style="list-style-type: none"> <li>• Receipt of regular reports on the College's financial position.</li> <li>• Regular review of the College's arrangements for insurance.</li> </ul>
x) To consider and advise the Corporation on taxation issues.	<ul style="list-style-type: none"> <li>• Receipt of <i>ad-hoc</i> reports, as required, in relation to taxation.</li> </ul>
xi) To review and monitor the College's Value for Money/Best Value Policy and advise the Corporation on it.	<ul style="list-style-type: none"> <li>• Regular review of the College's arrangements for securing best value.</li> </ul>
xii) To advise the Corporation generally on investments and borrowings and to seek appropriate advice from external sources.	<ul style="list-style-type: none"> <li>• Regular review of the College's investment management policy.</li> </ul>
xiii) To review periodically, as may be required, the banking, insurance, payroll and other financial and legal services to the Corporation.	<ul style="list-style-type: none"> <li>• Periodic review of all relevant financial and legal services.</li> </ul>
xiv) To monitor the effectiveness of the College's procurement policy.	<ul style="list-style-type: none"> <li>• Periodic review of the College's Procurement Policy and outcomes.</li> </ul>
xv) To advise on any necessary fee charging mechanisms.	<ul style="list-style-type: none"> <li>• Periodic review of the College's Fees Policy and outcomes.</li> </ul>
xvi) To have oversight of the assets management plan including maintenance of buildings, grounds and equipment in accordance with statutory requirements.	<ul style="list-style-type: none"> <li>• Receipt of regular reports on the College's Property Strategy and progress towards property targets.</li> </ul>

ACTIVITY	HOW
xvii) To review proposals and plans for expenditure on minor works programmes and major capital items.	<ul style="list-style-type: none"> <li>• Consideration of appropriate reports providing relevant financial information and risk assessment.</li> </ul>
xviii) To oversee and monitor the College's IT Strategy and related issues, including Data Protection.	<ul style="list-style-type: none"> <li>• Receipt of regular reports on IT plans and developments.</li> <li>• Relevant reports on compliance with data protection regulations.</li> </ul>
xix) To oversee and monitor the College's arrangements for Health & Safety to ensure that they are robust and effective.	<ul style="list-style-type: none"> <li>• Receipt of regular reports on Health &amp; Safety including relevant data and information on risk assessments.</li> </ul>
xx) To oversee the design of a robust environmental sustainability strategy and ensure the College adopts standards and frameworks which enable effective implementation	<ul style="list-style-type: none"> <li>• Receipt of regular reports on Environmental Sustainability including progress reviews against the implementation of the Environmental Sustainability Strategy and related action plan.</li> </ul>
xxi) To advise the Corporation on the approval of contracts as required by the Financial Regulations.	<ul style="list-style-type: none"> <li>• Consideration of all contracts which fall to the approval of the Corporation, in accordance with approved financial limits.</li> </ul>
xxii) To receive reports on incidents affecting College property.	<ul style="list-style-type: none"> <li>• Receipt of appropriate reports as required.</li> </ul>
xxiii) To consider any proposed major capital projects and to advise the Corporation on their financial implications.	<ul style="list-style-type: none"> <li>• Acting as a Steering Group for the major capital redevelopment arising from the College's Property Strategy.</li> <li>• Monitoring progress on the College redevelopment through receipt of regular reports.</li> <li>• Considering risk assessments associated with redevelopment.</li> <li>• Receipt of reports from the project managers and other external consultants.</li> </ul>
xxiv) To review annually the College's Financial Regulations;	<ul style="list-style-type: none"> <li>• Receipt of an appropriate report to outline any required changes in line with relevant regulations.</li> </ul>
xxv) To monitor key risks associated with the Committee's areas of responsibility and advise the Corporation accordingly.	<ul style="list-style-type: none"> <li>• Receipt of regular reports on key financial and estates risks and to recommend appropriate action to the Board.</li> </ul>
xxvi) To monitor the strategic KPI related to financial sustainability	<ul style="list-style-type: none"> <li>• Receipt of regular rag-rated report outlining progress against key strategic financial targets.</li> </ul>

## 8. Review of Terms of Reference

These Terms of Reference shall be subject to a formal **annual** review.

## FINANCE &amp; ESTATES COMMITTEE – ANNUAL SCHEDULE OF BUSINESS

AGENDA ITEM
<b>AUTUMN TERM</b>
Election of Chair & Vice-Chair
Development of the College's Estates Strategy & Accommodation and Capital Report
Draft Report & Financial Statements for previous year ended 31st July
Student Enrolment Report and analysis of achievement of targets and market share
Discretionary Learner Support Report
Latest Management Accounts and current year's budget position
Annual Pay Review arrangements for the coming year;
Annual Health & Safety Report and periodic review of the Health & Safety Policy
Termly IT Update
Termly Environmental Sustainability Progress Update
Student Union Accounts
Review of Financial & Estates Risks
Policies for Review/Approval
Legislative issues for consideration
<b>SPRING TERM</b>
Latest Management Accounts and mid-year financial review
Updated Enrolments Report
Draft indicative Budget Issues for the coming year
Accommodation and Capital Report
Termly IT Update
Termly Environmental Sustainability Progress Update
College Marketing Strategy including Admissions, Marketing and Progression Report
Tuition Fees policy for the coming year
Estates Management and Health & Safety Update
Review of Financial & Estates Risks
Policies for Review/Approval
Legislative issues for consideration
<b>SUMMER TERM</b>
Annual Review and Evaluation which includes: <ul style="list-style-type: none"> <li>• Annual review of Committee Terms of Reference</li> <li>• Annual review of Schedule of Business</li> <li>• Annual review of the operation of the Committee. To agree any actions to further improve and streamline reporting and to consider opportunities to further develop the work of the Committee.</li> </ul>
Latest Management Accounts and current year's budget position
Annual Review of the Financial Regulations
Annual Report on Offsite Activities
Updated Enrolments Report
Budget for the coming year
Financial Forecasts
Accommodation and Capital Report
IT Report and Annual Review of IT Strategy
Termly Environmental Sustainability Progress Update
College Marketing Strategy including Admissions, Marketing and Progression Report
Estates Management and Health & Safety Update
Review of Financial & Estates Risks
Policies for Review/Approval
Legislative issues for consideration