



### QMSU President's report

<b>Outcome requested:</b>	Council is asked to <b>note</b> the QMSU President's report.
<b>Executive Summary:</b>	<p>The report is an update from November to early March on activity within the Students' Union. It includes the following sections:</p> <p>Key Updates Sport and Physical Activity Student Opportunities Student Voice</p>
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<b>Date:</b>	March 2025
<b>Senior Management/External Sponsor</b>	

# President's Council Report

March 2025

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# President's Report

## Key Updates

### Students' Union Elections

The Students' Union Elections took place in February, and more than 60 students nominated themselves for the six Executive Officer roles and four Student Trustee roles. Voting took place 24 - 27 February, and all Queen Mary students were able to vote. To increase student engagement, we used a wide range of promotional tools including posters, leaflets, stickers on products in our commercial outlets, newsletters, social media posts and interactive events. Candidates were offered training to equip them with skills to run effective campaigns, and candidates were highly engaged in campaigning during the voting period.

5461 students voted, making it the elections with the second highest number of voters on record.

The Results Party was held in the newly refurbished lounge space (formerly known as Drapers' Lounge) on 27 February. The evening began with an informal relaxation space for candidates and their supporters with food and music performed by students from the Music Society. The second part of the event was open to all students and started with the announcement of the results. After the announcement, a dessert bar was served – this initiative was very popular with attendees. The event was very well attended, and we were pleased to be able to invite so many students into the newly refurbished lounge space.

Due to a number of complaints that required further investigation, we were unable to announce the results for three of the Executive Officer roles at the Results Party. As stated in our bye-laws, the count cannot begin while there are unresolved complaints, and due to a number of last-minute complaints that required investigations to be undertaken, it was decided to only announce the results of the three Faculty VP roles and the four Student Trustee roles. Since then, we have completed the investigation of most of the complaints, and we have been able to announce the results for Vice President Welfare and Vice President Liberation, International and Postgraduates. The results for President are expected to be announced shortly.

The newly elected Executive Officers are Eshwinder Singh (Vice President Welfare), Maria Rubbani (Vice President Barts and The London), Samarth Lakhanpal (Vice President Humanities and Social Sciences), and Tushar Goyal (Vice President Science and Engineering). Hassam Naeem, (Vice President Liberation, International and Postgraduates) was re-elected. The new officers will begin their induction and training in July and will officially take office on 1 August 2025.

### Delivering the QMSU Democracy Review

Tahmid Khan, Students' Union President, presented the findings of the Students' Union's Democracy Review at Student Council on the 4 February 2025. The Democracy Review was conducted independently by an external consultant, CounterCulture, who are highly experienced in reviewing SU democratic structures, and have worked with a variety of Universities and WONKHE.

The proposed reforms will aim to improve engagement with the Students' Union across all faculties and communities. The current structure, which was introduced in 2019/20, has seen declining participation from students and elected part-time officers alike. The reforms introduce more direct democracy into the heart of the Union's policy making structure whilst also expanding devolved arrangements for the various student communities that exist at the University. The proposed system will also look to increase the number of pathways for students to engage with the Students' Union via a greater number of devolved sub-committees rather than just elected roles. This will provide greater flexibility for often time-poor students, especially with the backdrop of the ongoing cost-of-living crisis.

The reforms were passed at the meeting of Student Council on the 4 March 2025 and changes to QMSU by-laws will be made to facilitate them over the next few months. The full paper on the review can be found here: <https://www.qmsu.org/yourvoice/change/studentcouncil/>.

### Russell Group Students' Union (RGSU) Conference

This took place in Belfast and was attended by Tahmid, Rahma Hegy, Vice President Barts and The London, and Mike Wojcik, QMSU CEO. Tahmid participated in the Widening Participation Working Group, which has been looking to lobby the Government and Office for Students to incorporate postgraduate students into their Widening Access and Participation Strategy. Tahmid also looked to develop the working relationships with

other Russell Group SUs, especially those based in London. Rahma contributed to the Healthcare working group by launching a national survey addressing healthcare students' challenges and engaged in the Ethical Investment group to tackle investment-related concerns. The other sabbatical officers have been working on various workstreams including looking at international students, participating in a Russell Group-wide International Student Survey in February. Mike joined other RGSU CEOs to look at the direction of the RGSU with discussions on strategic direction, sabbatical officer support, and best practices in finances and strategy.

RGSU continues to strengthen its unified voice, recently contributing to the Office for Students Consultation on Strategy 2025-2030. The response highlighted the importance of non-academic experiences delivered through students' unions, which significantly enhance students' wellbeing and the UK's higher education reputation—73% of international students at Russell Group universities engage in these activities. RGSU has established four priority areas: developing a Good Practice Framework for SU/University relationships, enhancing digital systems, exploring new income generation, and advancing public affairs strategy. Mike is leading the RGSU CEO Task Group on Good Practice, aiming to showcase successes at QMUL.

## **RAG**

The amount raised by student group fundraisers for charity this academic year has risen to over £50,000. So far this semester, there have been over 30 fundraising activities, jointly raising over £10,000. There have been an amazing variety of fundraising activities, ranging from bake sales to sports tournaments, showcases and guest speaker talks. The BL RAG Committee organised 3 successful nights of charity Strictly shows, raising a total of £2723.05 for Medical Aid for Palestinians.

Merger Cup is coming up, where sports clubs will be fundraising for Mind. We hope to see lots of sports clubs participating in raising funds!

## **Supporting the National Student Survey (NSS)**

Tahmid has been working with the University's Communications Team to support the promotion of the National Student Survey (NSS). This has involved a series of joint communications with Stephanie Marshall, Vice Principal Education.

The Students' Union has chosen three charities to be supported this year as part of efforts to encourage students to fill in the NSS. These are:

- Bow Foodbank
- Medical Aid for Palestinians (MAP)
- Shelter

More information can be found here: <https://www.qmsu.org/nss-charities/>.

## **Internship Schemes**

As part of Al-Habib Mraish's, Vice President Science & Engineering, project to introduce a new internship scheme for financially disadvantaged students, he is designing an enrichment scheme to run alongside it. This would provide workshops to develop more soft skills and non-technical knowledge that students may not have the opportunity to do during their projects or their studies. The Centre for Undergraduate Research has agreed to help deliver workshops on presentations, tackling challenges during research projects, and communicating skills and experience, e.g. applications, proposals. Careers & Enterprise have also agreed to support delivering interview workshops.

## **Improving the Campus Experience and Estate**

Tahmid has been working towards securing the finances for ongoing major QMSU infrastructure projects. This has included work to refresh Drapers Lounge and convert it into a more flexible space for students to use – developing a more engaging, comfortable, and attractive non-alcoholic space. This work forms part of the Union's larger ambitions to create an 'SU Quarter' in Godward Square – improving flow between the Union's spaces around Bancroft Road such as Qmotion gym, Drapers Bar and Kitchen, the SU Lounge, and the Union Shop.

Tahmid has also been in discussions with the University's Director of Estates, Facilities and Capital Projects and the Director of Student Experience to work on creating a new approach on how the Students' Union can engage with the Estates Team and the Estates Masterplan. A Campus Experience Workshop was held on the 14 March 2025 to discuss creating a new approach, at which Students' Union staff supported. This workshop

was organised due to challenges being faced by the Sticky Campus Working Group around funding and lack of clarity in its strategic aims. The workshop was positive, and we are hopeful that it will result in a clear way forward for the Union and University to co-create on the student campus experience.

Tahmid has also engaged in discussions that have been underway regarding redevelopment plans for Godward Square. These discussions involved looking at enhancing social spaces, improving facilities, and addressing student feedback on communal areas. The ongoing collaboration seeks to revitalise these key campus locations to foster a stronger sense of community and improve the overall student experience.

## **Sport & Physical Activity**

### **Sports Employability Academy**

The Sports Employability Academy has delivered over 170 hours of sports-based volunteering, benefiting both the University and the wider community. External funding successes include £2,500 from BUCS to develop female football coaches and £1,000 from the Centre of Public Engagement to support free physical activity sessions. The Academy also secured 3-star Football accreditation for the first time, reflecting strong student engagement.

### **Performance Sport**

Performance Sport continues to flourish, with over 31 hours of strength and conditioning sessions delivered and a new partnership with the University of East London, providing athletes with discounted sports therapy treatments. Competitive highlights include the Women's Fencing Team winning the Southern Premier Division, Barts Netball 1st team securing the University Hospitals Cup, and two badminton athletes earning invitations to the World University Championships. Work is ongoing with International Student Recruitment and Study Abroad teams to expand participation opportunities.

### **Club Sport**

Club Sport is making a strong impact as the BUCS season draws to a close, with excellent representation at BUCS Nationals. The "Move More for March" Merger Cup charity campaign is actively raising funds for Mind, reinforcing the community impact of student-led initiatives. Committee elections for 2025/26 are underway, with the introduction of an online voting system improving accessibility and participation for key leadership roles.

### **Qmotion**

Qmotion has seen a positive start to the semester, particularly through its collaboration with Queen Mary Residential Services. The reintroduction of the exclusive Res Life membership has been a major success, with 151 memberships sold in January alone, nearly surpassing last year's total. Responding to student feedback, new group exercise classes, including Hoop Motion, Step, and Ballet Fitness, have been added to the timetable.

### **Mental Health and Inclusion Initiatives**

The Talk & Move Club, a new mental health initiative supporting male-identifying students through physical activity and open conversations, is set to launch in May during Mental Health Awareness Week in collaboration with Talk Club. Plans are in place for future expansion to include all students as part of a broader well-being strategy.

### **Balancing Life Survey 2025**

The Balancing Life Survey 2025 will launch in March, building on insights from the 2024 survey, which highlighted the strong link between physical activity and student well-being. Findings emphasised the need for flexible activity programmes, financial assistance, and enhanced mental health support to address barriers such as time constraints, lack of motivation, and financial limitations.

### **Recreational Sport**

Recreational Sport has expanded with new pay-and-play basketball and women's-only indoor football sessions, alongside two six-week courses in Introduction to Handstands and Women's-Only Cricket. Social Leagues remain popular, with basketball reaching full capacity following collaboration with Residential Life. Inclusion campaigns have included a historical sword-fighting workshop for Jewish History Month, rainbow lace sales and policy development for LGBTQ+ History Month, and open training sessions for Asian Heritage Month. A draft inclusion policy for trans and non-binary students has been submitted to Stonewall for review.

The recreational sport programme is running its second Spring Fest, which aims to offer fun, diverse activities that provide opportunities for students to connect and enjoy taking part in physical activity. Following review and student feedback, the event has evolved into a week-long offering, featuring diverse activities such as Parkour, Cycling, a Lift and Lunch workshop, and Indoor Hockey. Open to both staff and students, these sessions provide taster experiences for potential future additions to the recreational sport programme.

## **Student Opportunities**

### **Sustainability**

This year kicked off with the January Re-use Fair, the first January re-use in two years. Reaching over 120 students, this was well received and was a strong, joint effort between the Students' Union and University. This was the first time we had drop-off stations established outside of the residential services office, which proved to be popular. Due to storage and capacity limitations, a stock take of items, as we did in summer, was not possible. However, it is clear that there's demand and it is something we are looking to continue. Efforts now turn to securing storage for the Summer Re-Use Fair.

Climate Action Week was our second milestone, and was the biggest sustainability-focused week the Students' Union and University has run. We had 15 different events happening including planting workshops, careers panels, walking tours and the BIG Green Canal Clean. There were over 150 attendees, both students and staff, across all events, with 51 at the BIG Green Canal Clean; this made it our biggest canal clean yet. Over 8 different teams were involved including: Students' Union, Careers, The School of Business Management, School of Law, Residential Life, Catering Teams and London Transport Society. We also established new partnerships with Sustainably Muslim to run two Dua Board workshops, organised by Nabihah Ali, Vice President Welfare. This has set a great foundation to be able to build off going forwards, with a review and planning for 2026 to begin in the coming weeks.

We have also been supporting the London Student Sustainability Conference 25, alongside the University team, running workshops to prepare all student presenters and poster-holders. The conference ran on the 26 February.

Our Sustainability Coordinator has begun a six month secondment at the University. This is a great opportunity and career progression for them; however, this presents a challenge for the Students' Union as the funding is not being replaced (a longstanding agreement with the Estates department to fund most of this role due to shared priorities) as well as the timeline does not allow us to find suitable cover. This means much of our work around sustainability will be paused or stopped, starting with us regrettably withdrawing from the national Green Impact Scheme, where we were last awarded their highest accreditation mark.

### **Societies**

Student groups have been excelling this year, with over 300 events registered and an impressive 12,129 memberships sold. Their hard work won't go unrecognised, and we are looking forward to celebrating their achievements in April during our awards ceremonies. We will be presenting our new Honours Awards alongside individual and group awards in the Old Library on 3 April, showcasing and rewarding their dedication throughout the year.

In January, we also hosted our Welcome Back Fair, which saw the largest turnout in three years, with 80 attendees! This reflects our continued growth, with an additional 42 groups created over the past year, bringing the total to 289 groups across our campuses.

Elections for student groups are just around the corner, and we are excited to welcome the new cohort in August.

### **Volunteering**

At the start of the semester, we ran a variety of activities for Student Volunteering Week, including the Volunteering Fair, five student-led volunteering events and three donation drives for local charities. Our Volunteering Officers and Champions worked together organising, promoting and leading events throughout the week. Students particularly enjoyed engaging with some of the creative activities they organised, including making paintings to be donated to Richard House Children's Hospice, and putting together valentines themed care packages for Haven House.

Additionally, we have hosted seven Give Volunteering a Go opportunities for students this semester, with London Marathon, one of our largest opportunities, approaching in April.



We are currently reviewing the engagement levels of our community partner organisations, aiming to strengthen our relationships with them and add to the value we provide to our most engaged organisations. We are also examining how we can diversify the volunteering opportunities we offer, making sure these are consistent with the Students' Union strategic pillars while providing value and meaning for students who participate.

There are currently 86 volunteering opportunities available via the volunteering page, and students have logged over 2,500 volunteer hours on volunteer profiles so far this academic year. Planning is in progress for the Volunteering Awards, where we recognise the hard work of individual volunteers, student volunteering groups and community volunteering partner organisations.

### **Employability**

We have run nine skills award sessions this semester so far, with 70 students attending, giving them the opportunity to develop their soft skills and embark on their employability journey. Among these sessions, we have hosted Mental Health England and their 'Mental Health First Aid Course' which was incredibly well attended, providing students with many unique skills. We still have eight sessions left to deliver this semester to further help students develop. These are run by a mix out of internal and external trainers as well as our last student-led session in corporation with School of Biological and Behavioural Sciences.

### **Student Media**

Despite a decline in Student Media engagement over the last few years, our four active outlets are beginning to thrive again. Member numbers have increased and the student led newspaper 'The Print' distributed its first printed edition this year. This is an achievement on top of the 33 radio shows on music, art and culture, and numerous articles published online and in our outlet magazines.

### **Event Planned with Ihsan Consulting**

Following the findings from the Students Who Work survey, one of the key themes that emerged was that many students are eager to gain valuable work experience but are unsure where to find the right opportunities. To address this, Jovani Palmoni, Vice President Humanities & Social Sciences, is working on organising an event in collaboration with Ihsan Consulting, a student volunteering group. This event will bring in industry professionals, including Queen Mary alumni, to lead a Mastermind Session followed by a case study competition. This initiative aims to showcase how students can develop employable skills within Queen Mary itself, providing them with practical insights and networking opportunities. We are excited about this event and look forward to making it a great success!

## **Student Voice**

### **QMSU-SET Joint Session**

Our Exec and the University's Senior Executive Team met in a joint session on the 18 February. This was at the suggestion of Tahmid, who has sought to build stronger relations between the University and the Students' Union over the past few months.

The session was facilitated by Aaron Porter, Associate Director (Governance) for AdvanceHE, and an experienced higher education consultant. The aim of the session was to review progress made between the two organisations on representing student interests – to see what has been achieved and what remains for improvement. There has been significant progress in establishing communication chains on matters such as module experience, TEF, and ethical investments. However, Tahmid expressed that he would like to see further engagement in improving estates and facilities, tackling Islamophobia, and generally moving towards a more actions-based way of working.

Following on from the QMSU-SET Joint Session, an additional session of the Student Voice Sub Board was held on the 11 March 2025. This session was also facilitated by Aaron Porter, to further develop a strategic approach to long-term improvement of the student experience. The session focused on aligning student feedback with actionable plans, identifying priority areas such as academic matters, campus facilities, inclusivity, and mental health resources, emphasising the importance of creating tangible actions and clear timelines, ensuring sustained progress and accountability from both the Students' Union and the University.

We are pleased to see engagement from the University and hopes that this dialogue will continue. By increasing dialogue between the University and the Students' Union, we believe that there can be a stronger and more effective relationship that can deliver for students in a more timely and productive manner.

### **Course Reps**

We hosted a social on 10 March to celebrate the hard work of this year's course reps, as well as to work with final year reps on strategies to promote the NSS to their cohort. The event was well attended and led to engaged conversations between course reps in multiple years and faculties.

The Spring Course Rep elections have now begun, with nominations opening on 17 March and voting to conclude on 4 April. This is the second year of splitting course rep elections between the spring and autumn, after a successful test of the change last year, which spread the Student Voice team's workload more evenly through the year and provided the opportunity to offer course rep training and engagement over the summer.

### **Cost of Living Support**

From the successful launch of the Garrod Food Pantry, we have continued to offer our cost of living assistance. Recently, we have seen an increase in the amount of supermarket vouchers we have given out, with 20 vouchers given out in February. Analysis of the usage data shows that PGT students are the largest user group of the scheme. We are continuing to provide other cost of living support such as our food pantries on both Mile End and Garrod.

Nabihah, continues to lobby for the removal of late fees for self-funded students and is working to prepare resources to support self-funded students. She is also working with Estates and Facilities to scope capacity to install a hot water tap on Mile End campus. Nabihah and Hassam are lobbying for the reintroduction of a partnership between QMUL and Higher Education Scholarship for Palestinians.

### **Joint Solution on Student Experience Surveys**

Significant discussions took place between Tahmid and University representatives concerning the administration and structure of student experience surveys, particularly anonymity and confidentiality. Both parties have successfully reached a shared solution, creating new processes to deal with survey responses of concern. The agreement underscores the improving relationship between the Students' Union and the University, reflecting a more collaborative approach to decision-making processes.

### **Progress on Improving Campus Relations and Safety**

Tahmid has actively emphasised the importance of improving safety and community needs on campus in meetings with the President & Principal and members of the University's Senior Executive Team.

Efforts to strengthen campus relations and collaboration between the Students' Union and the University have been positively acknowledged on both sides. Tahmid has aimed to bridge dialogue between both sides to enable more transparent and productive interactions. The establishment of the Gateway Meetings over the past year and regular conversations with the University's Chief Governance Officer and Chief Operating Officer have helped significantly in this regard.

Within groups such as the Good Campus Relations Working Group, specific attention has been given to pressing issues like Islamophobia, student safety, and inclusivity within campus spaces. Tahmid has been supporting our staff in creating an Ethical Investment Forum, emphasising the need for a co-chair arrangement that gives both the Union and University ownership over the space. Although challenges persist, ongoing dialogues suggest promising developments. Moving forward, Tahmid seeks to transition these conversations into measurable improvements in student welfare, safety, and the overall campus environment.

### **BLSA Board Elections**

The Barts and The London Student Association board elections are taking place from Monday 10 March until Friday 4 April. These elections are an additional addition to the Students' Union democratic timetable, ensuring students at Barts and The London and other Institutes have representation and support through the BLSA board and its activities.

In previous years, these positions have been elected during the Spring Election cycle alongside other Part-Time Officers, Executive Officers and Student Trustee positions; however, this academic year, as a result of



the ongoing democracy review, the Spring Elections contained only Executive Officer positions and student trustees.

Therefore, we are holding an additional election for BLSA board members. As with the spring elections, candidates will have the opportunity to create a manifesto, debate their fellow candidates and campaign to the student body, students will be able to vote for their preferred candidates on the QMSU website. Results will be announced to at a small results party on the 4 April.

### **PGR Survey**

In response to PGR student concerns over stipend inadequacies and cost pressures, Hassam has been working with QMUCU and other London-based Russell Group universities (LSE, KCL, Imperial and UCL) to conduct a Postgraduate Research Survey, combining insights to strengthen lobbying for better financial support for PhD candidates.

### **Students Who Work Survey**

One of Jovani's priority projects for the year focuses on students who balance work with their studies. We've recently closed a survey after reaching our target of 500 responses. Jovani, Al-Habib, and our staff team are now going through the data and hope to use it to create helpful resources that will provide support and information on managing work while studying. Unsurprisingly, the data so far indicates some students are struggling to balance work with studies and due to their financial circumstances need to work.

### **Campus Spaces**

Nabihah ran trials of a women's space on campus gathering usage data and feedback. The demand for the space was high, data is now being analysed and will be presented back in various forums.

The work on introducing bidets and individual meeting booths on campus has been delayed due to complications surrounding the Sticky Campus budget, the Executive Officers are looking at alternative ways to progress the projects.

### **S&E Advisor Scheme Review**

Last semester, Al-Habib and Nabihah, launched focus groups to engage the student voice on advisor schemes, and asked students questions around their understandings of the role of an advisor, the type of support they receive, how engaged they are with their advisors/advisors with them, what they think is lacking, and more. Focus groups ran across all schools in S&E only. Data is currently being analysed, and findings will be circulated to those interested.

### **SBM Student Focus Group**

Jovani recently ran a Focus Group for students in the School of Business and Management (SBM), which was a highly valuable and insightful session. During the Focus Group, we received feedback on several key areas, including the quality of teaching, the learning opportunities available in their courses, marking and assessment processes, as well as students' views on careers and employability support. We are excited to work with the school to see how we can use the data to improve the student experience and ensure that students' voices are heard in shaping their education.

### **Jewish Heritage Fortnight**

We have had a successful Jewish Heritage Fortnight, with society events such as a Lunch and Learn about Novo Cemetery, Holocaust Memorial Day film screening, and Hebrew calligraphy workshop. Our community organiser ran a series of Jewish Snack giveaways, which were very well-received by our student body. We have received comments from our Jewish community about how these events and the fortnight improved their sense of community and connection.

### **LGBTQ+ History Month**

Although LGBTQ+ history month continues through the end of the month, we have already had great success, with our community organiser leading on creating the first ever Tower Hamlets Trans Pride. Due to

its significance, items from this event have been donated to Tower Hamlets archives and the Museum of Transology. The month continues with large scale events include 10th Anniversary of BL Drag Extravaganza and our 2nd annual queer ball.

### **Initiatives on Tackling Islamophobia**

In response to Islamophobic incidents across the country, students earlier this year passed a motion to introduce Islamophobia training within the Union and University. Jovani has been working closely with the sabbatical officers and the Associate Director of Culture & Inclusion, to push this initiative forward. Additionally, at the last Student Council meeting, Jovani submitted a motion to formally adopt a definition of Islamophobia, which was passed by Student Council Members, and he hopes this will be a driving factor for change to be made.

### **Enhancing Alumni Engagement through a New Website Page**

This year, Hassam is working on a new Alumni Website page for QMSU to enhance engagement by making associate memberships more accessible and aligning with QMUL's key performance indicators, collaborating closely with the QMUL Alumni Team to maximise joint benefits.

**Tahmid Khan**  
**Students' Union President**  
**19 March 2025**

**QMUL / QMSU MEMORANDUM OF AGREEMENT REVIEW PANEL**  
**04 March 2025**

**DRAFT UNCONFIRMED MINUTES**

**Present:**

Dr Philippa Lloyd (Chair)  
Indy Hothi  
Mike Wojcik

Dr Dominique Gracia  
Tahmid Khan

Rahma Hegy  
Chris Shelley

**In attendance:**

Brad Coales

Michael Lytrides (item 2.2)

Yasmin Smits (Secretary)

**Apologies:**

Dr Sharon Ellis

Ian McManus

**Part 1: Preliminary Items**

**1. Welcome**

- 1.1 The Chair welcomed everyone to the meeting and noted the apologies.

**2. Minutes and Actions**

- 2.1 The Panel **approved** the minutes of the meeting held on 5 November 2024.

- 2.2. The Panel **noted** the following updates to the action table:

- 2023.21 was ongoing. The External Speaker policy was being taken forward by the Directorate of Governance and Legal Services and was currently out for stakeholder consultation. The policy would be shared with the Panel in due course.
- 2024.02 was ongoing. A meeting in December 2024 between QMSU, Estates and the Faculty of Medicine and Dentistry had resulted in a framework for the Sheild Café. A partnership agreement would be drafted with a conditional handover in August 2025. An update would be provided at the next MoA meeting.
- 2024.06 was complete.
- 2024.08 was ongoing. Meetings had taken place with the space management team in January 2025. The Student Experience Directorate had been setting up workshops on the Sticky Campus project.
- 2024.09 was ongoing. Objectives had been met for phase 1 of Draper's Lounge. It had been agreed that a further paper would be submitted to progress phase two on Draper's Lounge, with scheduled works to be undertaken over Summer 2025. An update to MoA meeting would be provided on 30 April 2025.
- 2024.10 was ongoing. There had been a discussions between Anthony Warrens, Dean for Malta Campus, and Ian McManus, the Director of EAF, on the ambitions

for the Malta Campus. Three major components had been outlined: (a) a new student accommodation facility; (b) a new anatomy centre; and (c) a new clinical research facility. A gateway paper would be drafted to secure a project mandate and formalise budget provisions. The Panel would receive an update later in the year.

- 2024.11 was ongoing. The Director of Student Experience would follow up with Anthony Warrens and Francesca Gliubich to discuss governance and the student experience in Malta. There was a gap to be closed in relation to Malta and United Kingdom's SU, which would be in the form of a partnership agreement between campuses. Future meetings between Estates and the Director of Student Experience would include student representatives from the Malta campus to support informed decision-making on student experience and governance.
- 2024.12 was complete. Jonathan Morgan was not required to attend the MoA Review Panel.

## Part 2: Matters for Discussion

### 3. KPMG Internal Audit and Response from Students' Union

- 3.1 The Panel **noted** that the internal audit report covered audit activities related to the management of the block grant and allocated space utilization. Recommendations included improvements to assurance reporting on the management of the Block Grant and return on investment on the use of space. The response from the Students' Union highlighted that the focus would be on reducing the student attainment gap and enhancing the student experience.
- 3.2. The Panel **noted** that the dance studio at Charterhouse Square could be used as an investment opportunity to deliver strategic priorities. The Panel agreed it would be prudent to see if there were any further details from KPMG in relation to how the university benchmarks against other universities.

**ACTION: Mike Wojcik, Jonathan Morgan, Chris Shelley, Sharon Ellis and Karen Kroger to meet on 5 March 2025 to discuss specifics of the internal audit report and consider appropriate next steps, including obtaining further details from KPMG for operational and strategic benchmarks against other universities.**

### 4. QMSU – Estates Masterplan Report

- 4.1 The Panel **noted** that the Estates strategy had been in development for the past 18 months, focusing on long-term development framework of the university's campuses to support Strategy 2030. The Estates Strategy would drive three key outcomes in the next five years:
- Deriving best value from committed capital funding of £350 million**  
This included inflight projects set out in the capital plan, including the School of Business and Management, Queens' Building Phase 2, ITL project, plot C at Whitechapel, legacy works at John Vane Science Centre, and smaller projects.
  - Addressing backlog maintenance and safeguarding business continuity**  
The volume of backlog maintenance work remains a primary concern in mitigating the infrastructure risks going forward.

- iii. **Driving greater space use efficiency**  
Working with the space management team, there were several opportunities for intensifying space efficiency whilst committing to the sustainability objectives for the university. A design strategy would be developed for the Mile End campus. QMSU representatives would have an opportunity to comment on the strategy prior to finalization.

**ACTION: Richard Halsall, Director of Capital Projects to capture commentary from QMSU in relation to the Mile End Campus Design Code prior to becoming a formal paper for stakeholder presentations.**

- 4.2. The Panel **noted** the Estates Strategy would be implementing medium-long term masterplan solutions targeted for completion by 2040.
- i. **Mile End**  
A thorough assessment of high-risk buildings, principally research and laboratory facilities, would be undertaken. The aim would be to sequentially vacate the spaces to enable refurbishment as it was noted conducting building works in occupied spaces is financially unsustainable and carries significant challenges.
  - ii. **Charterhouse Square**  
Subject to future fundraising, the long-term ambition would be the reprovision of John Vane Science Centre on the footprint of Dawson Hall, to enable the creation of a new science building, migrating the lab facilities across the square. Consistent operational maintenance of current facilities would also be a focus.
  - iii. **Whitechapel**  
There are still negotiations going on with the council around Plot C, but the expected commencement of Plot C would begin within the next 5 years, with completion scheduled for early 2030.

## **5. Partnerships Agreement Update**

- 5.1 The Panel **noted** the progress made on three partnerships agreements for Human Resources, Malta and Charterhouse Square. The Charterhouse Square agreement would be provided to the Panel at the next meeting for consideration. The HR partnership agreement would be completed by June 2025 and the Malta partnership agreement by Autumn 2025.

## **6. Procedures for dealing with complaints about the Students' Union**

- 6.1 The Panel **considered** the Procedures for dealing with complaints about the Students' Union. The Panel said that the document reflected current practice and did not need substantial updates. It was noted that a review timeframe was not specified on the document, and the Panel considered that a review period of three years would be appropriate. The QMSU bye laws had been updated since the document had been drafted and QMSU would provide these outside the meeting.

**ACTION: QMSU Secretary and Governance Officer to update the bye law numbers**

### **Part 3: Other Matters**

#### **7. Any other business**

- 7.1 The Panel **noted** that QMSU had recently recruited two Directors and an external trustee to the Board of the QMSU Services Limited.

#### **8. Meeting dates for 2024-25**

- 8.1 Meeting dates in 2024-25:
- Wednesday 30 April 2025, 11am – 12.30pm via Microsoft Teams
  - Wednesday 25 June 2025, 11am – 12.30pm via Microsoft Teams



### MoA Review Panel action table

Action no.	Action	Person responsible	Progress	Meeting date	Minute no.
2023.21	<b>Prevent Duty</b> Chris Shelley to share the outcome of the external speaker booking review with the Panel.	Chris Shelley	Ongoing. The External Speaker Policy would be shared with the Panel in due course.	01/05/2024	9.1
2024.02	<b>Report from QMSU</b> Ian McManus to discuss The Shield café plans with FMD and the estates project team and report back to Mike Wojcik.	Ian McManus	Ongoing. Mike Wojcik, John Iveson, Sir Professor Mark Caulfield, and Francesca Gliubich mutually agreed on a framework and approach in December 2024 for the Shield Cafe. This would be in the form of a partnership agreement, subject to a conditional handover arrangement in August 2025. An update would be provided at the next MoA meeting on 30 April 2025.	27/09/2024	6.6
2024.06	<b>Block Grant letter 2024-25</b> Chris Shelley to provide any further information on the agreement of data gathering approaches referenced in the Block Grant letter for 2024-25 with the Panel at the next meeting.	Chris Shelley	Complete.	27/09/2024	8.3

2024.08	<b>Update on the EAF masterplan</b> Mike Wojcik to arrange a meeting between QMSU and EAF to discuss current plans, impact on student experience and aligning future plans with QMSU strategies where possible.	Mike Wojcik	Ongoing. An overall positive trajectory. Meetings had taken place in January 2025, including the space management team with an early discussion table schedule provided in RP/24.11b by Mike Wojcik. Chris Shelley and his team had been setting up workshops regarding project Sticky Campus.	05/11/2024	7.3
2024.09	<b>Update on the EAF masterplan</b> Objectives have been met for phase 1 of Draper's Lounge. Ian McManus to discuss future plans for the Drapers Lounge legacy works with Jonathan Morgan, Chief Governance Officer and University Secretary.	Ian McManus	Ongoing. It had been agreed at the ISG pre-meet that a further paper would be submitted to progress second phase on Draper's Lounge, with scheduled works to be undertaken over Summer 2025. Richard Halsall, Director of Capital projects, would be submitting a paper to ISG in April. A further update to MoA meeting would be provided on 30 April 2025.	05/11/2024	7.4
2024.10	<b>Malta Campus</b> Ian McManus to speak to Jonathan Morgan, Chief Governance Officer and University Secretary, to gain clarity around the procedures and forums available to discuss estates planning for Malta.	Ian McManus	There had been a discussion between Anthony Warrens, Dean for Malta Campus and Ian McManus, Director of EAF, on the various ambitions of Malta Campus. A gateway paper for ISG, SET and eventually FIC to secure a	05/11/2024	8.1

			project mandate and formalise budget provisions would be progressed by Anthony Warrens. Update would be provided in 6-9 months' time, at MoA meeting on 24 September 2025 or 5 November 2025.		
2024.11	<b>Malta Campus</b> Chris Shelley to speak to Jonathan Morgan, Chief Governance Officer, to gain clarity around the procedures and forums available to discuss student experience for students studying in Malta. Mike Wojcik would provide context to Chris Shelley prior to discussions with Jonathan.	Chris Shelley	Ongoing. Chris Shelley would follow up with Anthony Warrens and Francesca Gliubich to discuss governance and student experience in Malta. There is a gap/loop to be closed in relation to Malta and United Kingdom's SU, which would be in the form of a partnership agreement between campuses. It was noted that future meetings with EAF and C Shelley should include Maltese student representatives to ensure uniformity is achieved with student experience and governance.	05/11/2024	8.1
2024.12	<b>Malta Campus</b> Ian McManus, Chris Shelley and Secretary to consider inviting Jonathan Morgan, Chief Governance Officer and University Secretary and/or Michael Lytrides, Director of Estates Development, to the next MoA Review Panel meeting to discuss arrangements for Malta.	Ian McManus, Chris Shelley and Secretary	Complete.	05/11/2024	8.1
2024.13	<b>Internal Audit Report</b>	Mike Wojcik, Chris Shelley		04/03/2025	3.2

	Mike Wojcik, Jonathan Morgan, Chris Shelley, Sharon Ellis and Karen Kroger to meet on 5 March 2025 to discuss specifics of the internal audit report and consider appropriate next steps, including obtaining further details from KPMG for operational and strategic benchmarks against other universities.				
2024.14	<b>Design Code</b> Richard Halsall, Director of Capital Projects, to capture commentary from QMSU in relation to the Mile End Campus Design Code prior to becoming a formal paper for stakeholder presentations.	Ian McManus		04/03/2025	4.1



QM  
SU

OUR  
2030  
PLAN



# Welcome



**Mike Wojcik**  
Chief Executive  
Officer

Queen Mary is home to a truly global community, with students from a diverse range of backgrounds, cultures and all corners of the world. As a Students' Union, we exist to make sure that every student thrives and gets the most out of their university experience.

Our strategy outlines our direction working towards our 2030 goals and was built through collaboration with student input at its heart. In creating it, we launched our biggest research initiative to date, engaging with thousands of students through surveys, focus groups and workshops. Together, we identified the themes and priorities that matter most, and these are now

captured through our four strategic pillars and key performance indicators. These ambitious, yet achievable, goals align with our Mission, Vision and Values. They are more than just aspirations, they are a commitment to listen, act and improve the lives of all students at Queen Mary.

This plan features just the headlines, we've also developed detailed department plans to guide and measure our progress. We invite you to follow our journey as we bring our strategy to life using the weblink below.

See our full strategy  
and our progress so far:  
[qmsu.org/strategy](https://qmsu.org/strategy)



## Our Elected Officers 2024/25

We are incredibly excited to introduce our new strategy. This plan reflects the collective efforts and invaluable contributions of our current team, past officers, staff and students throughout its development. Together, we've created a strategy that reflects our values as an organisation, represents new focus areas and prioritises the needs of our students. We'll continue to listen to our students and use evidence to ensure that we fully understand our community, provide the right support and make meaningful changes to improve students' lives.



Our Students' Union  
staff team at the  
launch of our strategy



# The Students' Union

Queen Mary Students' Union is a diverse, student-led charity that strives to be at the heart of the experience of all students at Queen Mary. The Students' Union is democratically led by students and elected officers who are supported by our staff teams. We offer students a range of activities, opportunities and commercial services, with all profits reinvested back into the Students' Union.

## Commercial Services



**Qmotion Sport  
and Fitness Centre**



**Retail  
and Cafés**



**Venues  
and Events**

## Central Services



**Cleaning, Facilities  
and Maintenance**



**Communications  
and Marketing**



**Finance and Administration**

## Charity Teams



### Student Voice

Liberation Campaigns  
Elected Officers and Reps  
Democratic Meetings  
Elections  
Course Reps



### Sport

Sports Clubs  
Recreational Sport  
Sports Employability  
Performance Sport  
Wellbeing in Sport



### Customer Services

Social & Study Spaces  
Multi-Faith Centre  
Student Staff Support



### Help and Advice

Academic Advice Service  
Welfare and Wellbeing  
Student Community Support



### Student Engagement

Societies  
Volunteering  
Student Media  
Raise and Give (RAG)  
Sustainability  
Employability

## A data-driven plan



We're a Students' Union, so our strategy needs to be based on feedback from students. Student life has changed rapidly in the last few years, so it was time for us to speak to lots of different students and understand what life is like as a Queen Mary student right now.

To make sense of all the data, we used basic statistical analysis for the survey data and thematic analysis for the qualitative data.

The analysis was focused on high-level strategic findings that would help us to understand how we can be the best possible Students' Union for all students. The preliminary findings were validated and refined by elected student officers and staff.

Based on the feedback from students, we identified 9 strategic challenges – things that we need to work on to be a great Students' Union for our students.

We then came up with 4 strategic focus areas that will allow us to address the challenges, these are the pillars of our new strategy and what we'll be working on for the next few years.



## Our methods

**STUDENT SURVEY**

3867  
RESPONSES

**QUICK Q'S AT POP-UPS**

253  
RESPONSES

**EMOJIS AT POP-UPS**

140  
EMOJIS

**STUDENT WORKSHOPS**

6 EXEC &  
3 REPS

**FOLLOW-UP INTERVIEWS**

34  
STUDENTS

**VALIDATION WORKSHOPS**

23 STAFF  
& REPS



## Some of the findings



**41%**

of survey respondents selected **"making friends"** as one of their top three positives about the student experience.

**31%**

of survey respondents selected **"meet new people"** as one of the top three things they were hoping to get out of their university experience.



**STRESS, OVERWHELM & POOR MENTAL WELLBEING**

was a major theme in the qualitative data.



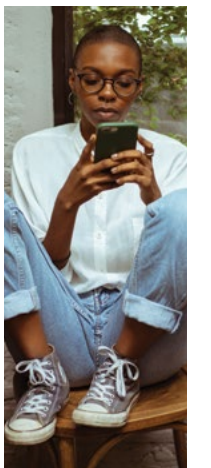
The qualitative data suggested that students from different demographic groups really appreciate activities that are tailored specifically to them.

**44%**

of survey respondents selected **"feeling stressed or overwhelmed"** as one of the three biggest issues they have faced.

**24%**

of survey respondents selected **"struggling to meet new people"** and **"make friends"** as one of the three biggest issues they have faced.



**LONELINESS, ISOLATION AND SOCIAL ANXIETY**

were suggested as major issues for some students by the qualitative data.





## Our vision

Our vision is for every student to feel they belong, in an environment where wellbeing, inclusion and community are at the core of everything we do. We will ensure every student is empowered to grow and thrive throughout their time at University and beyond into their future lives.



## Our mission

### We Listen.

We are proud to be a student-led and democratic organisation. Understanding all our members, listening to their priorities and responding to their ideas for change and feedback is essential to ensuring we are effectively advocating, supporting and championing all students and tailoring our activities to meet their needs.

### We Act.

As a Students' Union, we will always respond to the needs of our students and take swift action on the things that matter to our student community. We will call out actions and behaviours that do not align with our values and facilitate campaigning to ensure we are active in creating educational and societal change.

### We Improve Students' Lives.

Everything we do as a Students' Union should have a positive impact on our students' lives, both now and beyond into their individual futures. Whether it's supporting our student groups to run aspirational activities, providing unforgettable experiences through our events programme, making change happen with our part-time officers or offering jobs and affordable services through our commercial outlets, we'll always aim to do the best for our students and improve their lives.





## Our values



We exist for students. We empower students to have their say, lead and create change together. Students are at the heart of our decision-making and by always listening to them we're able to pro-actively respond to the changing priorities and needs of students.



We are always open, transparent and respectful, consistently being fair and honest with students and our partners. We strive to freely share information, whilst always listening to feedback, to continually improve what we do.



We are ethical and socially responsible, demonstrating our integrity across all that we do. We take responsibility to reduce our impact on the planet, learning from others on integrating ethical and environmental good practice across our services, whilst making sure students have the support to do the same in their own lives.



We embrace our vibrant and diverse community at Queen Mary, celebrating individuality and freedom of expression, whilst fostering a sense of understanding and respect. We listen to the voices of all students, address inequalities and remove barriers to participation to ensure everyone can grow and thrive whilst at university. When our students have differing opinions, we always seek to be fair and balanced in our approach.



We provide support, guidance and a helping hand to students during their time at university, ensuring we foster an environment that is caring and reassuring to all. When we're not able to directly support, we endeavour to work in partnership with other University and external services to make sure we always get students to the right place to be supported.





# Our strategic pillars

Our strategic pillars bring the work of the Students' Union together and span across all that we do. They are evidence-based and have been created from the insights we have collected from our students, student representatives and staff. The strategic pillars are ambitious and highlight our priority areas, outlining what we will focus on and what our outcomes will be across all of our campuses over the coming years.

1

**We will build an authentic student voice.**

Pg 14

2

**We will support meaningful connections.**

Pg 16

3

**We will resonate with every student.**

Pg 18

4

**We will prioritise students' mental health.**

Pg 20







## Pillar 1

# We will build an authentic student voice.

### We listen, but there's more to hear.

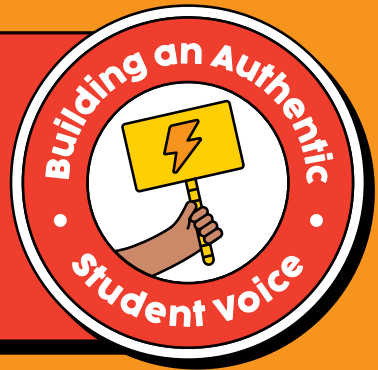
Currently, we rely heavily on student representatives to amplify student voices, often leading us to overlook individual nuances. This results in an incomplete understanding of the student experience and feelings of being unheard.

### We will empower students to have their say.

By introducing more diverse and contemporary feedback channels, we will make it easier for a wider range of students to have their say. Student insights will lead our decision-making, helping us to foster authenticity and make students feel genuinely valued.

### What success looks like

More students will give feedback at least once per academic year and, in return, will feel the Students' Union listens to them.







## Pillar 2

# We will support meaningful connections.

### Establishing friendships can be challenging.

Despite the availability of social and recreational activities, the shift to hybrid learning and online lives has left students grappling with the challenge of forming genuine in-person friendships, leading to feelings of isolation.

### We will support meaningful connections.

Acknowledging that students now face unique challenges will see us taking a fresh perspective in helping them to meet new people and develop lasting friendships. We will remove the expectation on students to establish inclusive student communities alone by creating a wide-reaching, eclectic range of activities with strong guidance and support.

### What success looks like

More students have opportunities to connect with other students and feel part of a student community.







## Pillar 3

# We will resonate with every student.

### Not everyone feels seen, heard or informed.

We provide a fantastic range of opportunities and communications for our collective student body but often students can feel their individual needs are overlooked. Channelling personalised support can help, but we currently rely heavily on student leaders to offer this.

### We will make sure everyone feels acknowledged.

We'll ensure every student feels valued as part of the Students' Union, by identifying the most positive impacts we can have on individual experiences. We will build a stronger connection to each student community, by blending targeted activities and communications alongside our wider all-student engagements.

### What success looks like

More students from a wider range of demographic groups engage with us and say their Students' Union is relevant to them.







## Pillar 4

# We will prioritise students' mental health.

### There is a decline in mental wellbeing.

Irrespective of whether you're reading data from national studies or analysing trending topics on social media, it's starkly evident that the current student experience is one that can be filled with stress, anxiety and feeling overwhelmed.

### We will contribute to positive mental health.

We will listen to students' current challenges to offer an accessible and supportive experience continually adapting to their needs and positively impacting wellbeing. Working collaboratively with students and other partners, we will aim to create a community thriving on communal support by addressing structural barriers that impact mental health.

### What success looks like

Fewer students say their main concern is feeling stressed or overwhelmed and more students say we have a positive impact on their wellbeing.





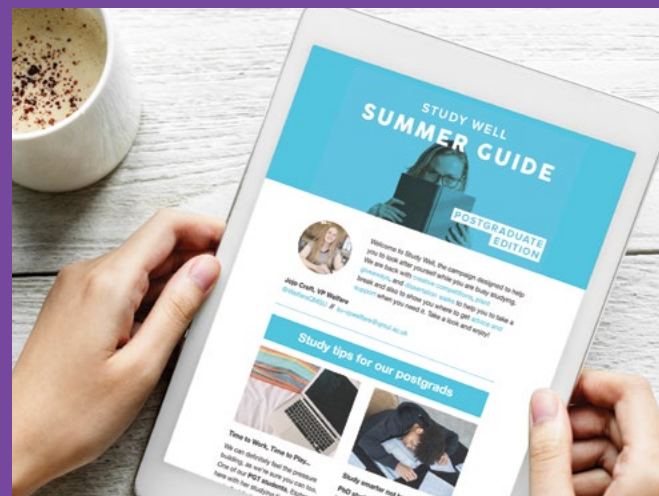
# Behind the scenes

To deliver our strategy, we will introduce a variety of new projects and initiatives to ensure that we listen, act and improve students' lives. We can't deliver our ambitious new plan without our dedicated operational staff helping to make it happen. This is a small snapshot of our teams behind the scenes.



## Supporting our people

Our people are key to the success of the Students' Union, bringing their diverse expertise and commitment to deliver for students, empower student leaders and achieve our goals. We will foster a culture of honesty, support and teamwork to create a great working environment, whilst offering training, development and wellbeing opportunities to allow everyone to succeed.



## Improving communications

Informed by our in-house research and feedback from over 800 students, our brand and identity will be refreshed to ensure we are authentic and reflective of our new mission and values. We will also continue to build on our approach of moving to more relevant and targeted communications to improve our connections to our student communities.



## Taking climate action

We will take climate action across the whole university by developing new, ambitious targets, championing the student voice and re-imagining some of our flagship sustainability events; Climate Action Week and the Re-use Fair. We will also increase our visible actions, embedding sustainability across operations from finance and procurement, to recycling and engagement.



## Sound financial foundations

We generate income through our commercial services and reinvest the profits to enhance the student experience. Alongside this, we receive support from a university block grant and in-kind contributions, enabling us to provide essential services such as clubs and societies, welfare support, and amplifying the student voice. We are committed to focusing our resources on the key priorities outlined in our strategy.



## Strong commercial services

Our outlets are so much more than just shops, bars, cafés and a gym. These are important student-led spaces where students can come together to study, socialise, relax and have fun. They're also home to many of our clubs and societies' student-led events, activities and training sessions. We are a not-for-profit charity, and every penny we make goes straight back into improving students' lives.





**QM  
SU** | Queen Mary  
Students' Union

**We Listen. We Act.  
We Improve Students' Lives.**