



### Next steps following the Council Conference

<b>Outcome requested:</b>	Council is asked to <b>consider</b> its schedule of business for 2025–26 in the context of the priorities identified at the Council Conference.
<b>Executive Summary:</b>	This paper proposes a forward schedule of strategic discussions coming out of the Conference in May 2025 and responds to previous feedback on reducing the volume of paperwork at meetings.
<b>QMUL Strategy:</b>	Effective governance supports all aspects of strategy delivery.
<b>Internal/External reference points:</b>	University Charter and Ordinances CUC Higher Education Code of Governance OfS Regulatory Framework
<b>Strategic Risks:</b>	N/A
<b>Equality Impact Assessment:</b>	Not required
<b>Subject to prior and onward consideration by:</b>	Council only
<b>Confidential paper under FOIA/DPA:</b>	No
<b>Timing:</b>	Annual update
<b>Author:</b>	Jonathan Morgan, University Secretary
<b>Date:</b>	4 July 2025
<b>External Sponsor:</b>	Melissa Tatton CBE, Chair of Council

## Next steps following the Council Conference

1. The Council Conference in May 2025 identified the following priorities for the University in the context of the Strategy and the changing external environment:
  - taking immediate steps to address the University's financial model (reducing the cost of education; increasing cost recovery on research; diversifying income streams) and reviewing the University's wider business model;
  - within the existing KPIs, a focus on student retention and employability;
  - consideration of the University's international strategy for education and research;
  - next steps following acquisition of the Whitechapel Road development site.
2. The Conference also identified partnerships, the workforce and the potential impact of AI as cross-cutting themes.
3. The proposed schedule of business for next year (attached) is designed to focus on the priorities identified at the Conference and maintain the same depth and openness of discussion involving a range of university leaders. Two deep dive discussions on the financial model for education and research are proposed in the autumn, leading to more forward-looking discussions on the future business model and size and shape of the University in the spring. An assurance update on progress with savings is proposed to coincide with the approval of the budget in March. The schedule also includes sessions on student retention and employability, life sciences, the international strategy, transnational education and the workforce strategy. It is proposed that Audit and Risk Committee carries out a deep dive on readiness for AI in the autumn.
4. In previous years, the QMSU executive team has presented informally to Council on manifesto priorities towards the end of the calendar year. Next year, it is proposed to move this presentation to January, giving an opportunity for the team also to present on delivery of the QMSU strategy and KPIs.
5. The Secretariat has reviewed the standard schedule of business to create more space for these strategic discussions and respond to feedback on reducing the volume of paperwork at meetings. Council is asked to endorse the following approach.

- [a] Greater delegation of certain issues to committee level where there can be an appropriate level of scrutiny.

Issue	Delegation
MoA Review Panel minutes QMSU returning officer's report	Governance Committee
QMSU financial statements QMSU financial position	Finance and Investment Committee
Pay gap report	Remuneration Committee
Assurance reports on student and staff casework	Audit and Risk Committee, potentially less frequently than at present

- [b] Use of appropriately indexed document libraries and reading rooms in Convene so that Council members continue to have ready access to the same level of information, while meeting papers focus on core information.
- [c] More consolidated reporting on strategic risks and KPIs to reduce duplication and focus on areas where there are specific updates.

## Annual Schedule of Council Business 2025–26

### Thursday 9 October 2025

Strategic items	
Biannual update on strategic risks and KPIs	President and Principal
Financial model: reducing operating costs in education	Senior Executive Team
International Enabling Plan	Vice-Principal International
Assurance items	
Whitechapel Road development site: next steps	President and Principal
External review of governance effectiveness	University Secretary
Delegation Framework update	University Secretary
Standing items	
President and Principal's Report	President and Principal
QMSU President's Report	QMSU President
Finance and Investment Committee minutes	Treasurer
Current financial position	Chief Financial Officer
Audit and Risk Committee minutes	Chair of Audit and Risk Committee
Governance Committee report	Chair of Council
Minutes and matters arising	University Secretary
Decisions since the last meeting and use of the Common Seal	University Secretary

### Thursday 27 November 2025

Strategic items	
Deep dive on student employability	Vice-Principal Education
Financial model: cost recovery in research	Senior Executive Team
Assurance items	
Office for Students Annual Accountability Return for 2024–25: <ul style="list-style-type: none"> <li>Audited financial statements and commentary</li> <li>Financial forecasts</li> <li>Audit Committee annual report</li> <li>Internal auditor's annual report</li> <li>External auditor's management letter and response</li> <li>Prevent Duty Annual Monitoring Return</li> </ul>	Chair of Audit and Risk Committee Treasurer Chief Financial Officer University Secretary
Health, Safety and Fire Annual Report 2024–25	President and Principal
Investment Policy update	Chief Financial Officer
Naming Policy update	University Secretary
Standing items	
President and Principal's Report	President and Principal
QMSU President's Report	QMSU President
Finance and Investment Committee minutes	Treasurer
Current financial position	Chief Financial Officer
Audit and Risk Committee minutes	Chair of Audit and Risk Committee
Remuneration Annual Report	Vice-Chair of Council
Senate minutes	President and Principal
Minutes and matters arising	University Secretary
Decisions since the last meeting and use of the Common Seal	University Secretary

**January 2026 TBC (informal online session with QMSU executive team)**

Strategic items	
QMSU executive officer priorities	QMSU President and team
QMSU Strategic Plan and KPIs update	
QMSU Impact Report	

**Thursday 19 March 2026**

Strategic items	
Discussion on future business models	Senior Executive Team
2026–27 Budget and financial forecasts	Chief Financial Officer
2026–27 Capital plan	Chief Operations Officer
Assurance items	
Update on steps to reduce and recover operating costs	Chief Financial Officer
Standing items	
President and Principal's Report	President and Principal
QMSU President's Report	QMSU President
Current financial position	Chief Financial Officer
Finance and Investment Committee minutes	Treasurer
Audit and Risk Committee minutes	Chair of Audit and Risk Committee
Senate minutes	President and Principal
Minutes and matters arising	University Secretary
Decisions since the last meeting and use of the Common Seal	University Secretary

**Thursday 14 and Friday 15 May 2026 (short meeting followed by full-day conference)**

Strategic items	
Biannual update on strategic risks and KPIs	President and Principal
Assurance items	
Environmental Sustainability Annual Report	VP Policy and Partnerships
Standing items	
President and Principal's Report	President and Principal
QMSU President's Report	QMSU President
Current financial position	Chief Financial Officer
Remuneration Committee report	Vice-Chair of Council
Minutes and matters arising	University Secretary
Decisions since the last meeting and use of the Common Seal	University Secretary
Conference sessions	
Life sciences	All
Future size and shape of the University	
Transnational education	

**Thursday 9 July 2026**

Strategic items	
Deep dive on student retention	Vice-Principal Education
Deep dive on the workforce strategy	Chief Operations Officer
Assurance items	
Standing items	
President and Principal's Report	President and Principal
QMSU President's Report	QMSU President
Finance and Investment Committee minutes	Treasurer
Current financial position	Chief Financial Officer
Audit and Risk Committee minutes	Chair of Audit and Risk Committee
Remuneration Committee report	Vice-Chair of Council
Governance Committee report	Chair of Council
Senate minutes	President and Principal
Minutes and matters arising	University Secretary
Decisions since the last meeting and use of the Common Seal	University Secretary