

**COUNCIL**  
**Thursday 09 October 2025**

**CONFIRMED MINUTES**

**Present:**

Melissa Tatton CBE (Chair)	Professor Adrian Armstrong	Professor Colin Bailey CBE
Gil Baldwin	Ken Batty	Professor Liam Campling
Patricia Gallan QPM	Indy Hothi	Dr Michaela Macdonald
Maryanne Matthews	Dr Natalie McCloskey	Professor Anthony Phillips
Dr Alix Pryde	Diya Selastin	Peter Thompson

**In attendance:**

Dr Sharon Ellis	Karen Kröger	Dr Nadine Lewycky
Jonathan Morgan	Hassam Naeem	Maria Rubbani
Lan Tu		

m. 2025.006: Professor Sir Mark Caulfield  
Professor Tony Michael  
Professor Dan Todman  
Professor Wen Wang

m. 2025.007: Professor Helen Bailey

**Apologies:**

Malcolm Hitching	Isabelle Jenkins	Rob Whiteman CBE
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**Welcome, apologies and declarations of interests (QM2025/01)**

2025.001 The Chair welcomed everyone to the meeting and noted the apologies. Council **noted** the annual declarations of interests of members and regular attendees.

**Chair's update**

2025.002 Council **received** an update of the Chair's recent activities. The Chair said that Odgers had been engaged to support the recruitment of three external Council members to fill vacancies that would arise when Peter Thompson, Isabelle Jenkins and Gil Baldwin completed their terms. The search had been under way for two weeks and the response so far was promising. The Chair also reported that she had enjoyed her visit to Welcome Week and had congratulated the staff and students who made the event a success.

## **President and Principal's Report (QM2025/02)**

2025.003 *Minute 2025.003 is confidential.*

## **QMSU President's report (QM2025/03)**

2025.004 Council **considered** the QMSU President's report. The following points were noted in the discussion:

### ***Welcome fair***

[a] The Students' Union had welcomed more than 11,000 attendees to the welcome fair over three days. There had been over 90 student groups represented at the Whitechapel campus, and 200 stalls at the Mile End campus, showcasing opportunities for students.

### ***Democracy review***

[b] Following endorsement of the outcomes of the democracy review by the Student Council in the spring, the executive officers had been working to implement the recommendations ahead of the new academic year. Updates to the byelaws had been approved by the Board of Trustees and a consultation exercise on student representation had been completed over the summer, resulting in the creation of 10 new student representative roles to cover all aspects of the student experience.

### ***KPI reporting***

[c] The Students' Union's annual KPI reporting process showed positive progress against all the KPIs, including increases in the proportions of students reporting that they felt part of a community supported by the Students' Union and that the Students' Union listened to them. The data also showed that ongoing increases to the cost of living were having a negative impact on students' ability to engage fully with their studies and extracurricular activities. Two focus groups had been established to identify opportunities to address this challenge.

### ***Russell Group conference***

[d] The Students' Union hosted the Russell Group Students' Union summer conference in August, welcoming 80 student leaders and 16 chief executives. This created a valuable space for collaboration, knowledge sharing and discussion on the key challenges and opportunities facing students in higher education. The Queen Mary Students' Union had led on several sessions, including a workshop focusing on good practice in partnerships and collaboration. Over the coming year, the QMSU President would be co-leading a group focusing on free speech, ethical investments and supporting victims of gender-based violence.

### ***Student employability***

[e] The Students' Union had organised the first Career Catalyst event featuring Queen Mary alumni employed at the Big Four accounting firms. There had been a high level of student interest, which reflected students' appetite for connecting with alumni in competitive industries.

## **KPI performance and strategic risk management (QM2025/04)**

2025.005 *Minute 2025.005 is confidential.*

### **Deep dive on progress with reducing operating costs in education (QM2025/05)**

2025.006 *Minute 2025.006 is confidential.*

### **Principles guiding future development of transnational education (QM2025/06)**

2025.007 *Minute 2025.007 is confidential.*

### **Degree outcomes statement (QM2025/07)**

2025.008 Council **considered** and **approved** the degree outcomes statement for 2024–25.

### **Audit and Risk Committee (QM2025/08)**

2025.009 Council **noted** the minutes of the Audit and Risk Committee meeting on 17 September 2025. The Committee considered the same paper on strategic risks and KPIs that was discussed earlier in the Council meeting and endorsed the clearer and more streamlined approach to risk reporting that had been introduced. The Committee also discussed three planned internal audit reports, noting that most of the reports in recent years had received significant assurance ratings with only minor improvement opportunities, which demonstrated the improvements made in the underlying control environment.

### **Finance and Investment Committee (QM2025/09)**

2025.010 *Minute 2025.010 is confidential.*

### **Management accounts (QM2025/10)**

2025.011 *Minute 2025.011 is confidential.*

### **Governance Committee (QM2025/11)**

2025.012 Council **considered** the minutes of the Governance Committee meeting on 22 September 2025 and **approved**:

- [a] the appointments of Maryanne Matthews and Ken Batty for second terms as external members of Council starting on 11 January 2026;
- [b] the appointments of Anne Barnard and Tim Harris for second terms as co-opted members of Finance and Investment Committee starting on 1 February and 1 June 2026 respectively;
- [c] the appointments of Professor Anthony Phillips as the staff member of Governance Committee, and Dr Natalie McCloskey as the staff member of Remuneration Committee, both from 1 October 2025;
- [d] the recommendation to make the Vice-Chair of Council an *ex officio* member of Honorary Degrees and Fellowships Committee going forward and to update Ordinance 6 accordingly.

*Action: University Secretary*

**Minutes of the last meeting (QM2025/12)**

2025.013 Council **confirmed** the minutes of the meeting held on 10 July 2025.

**Matters arising (QM2025/13)**

2025.014 Council **noted** the matters arising from the last meeting.

**Decisions taken and use of the Common Seal since the last meeting (QM2025/14)**

2025.015 Council **noted** the decisions taken and the use of the Common Seal since the last meeting.

**Draft agenda for the next meeting (QM2025/15)**

2025.016 Council **noted** the draft agenda for the next meeting on 27 November 2025.