



Annual Schedule of Business

Outcome requested:	Council is asked to consider its schedule of business for 2026–27 and feed into current thinking on discussion topics and approach.
Executive Summary:	[a] The proposed schedule of business for next year includes, in addition to the required assurance items: - regular updates on the delivery of institutional priorities and Strategy 2030, incorporating preparations for the forthcoming TEF and REF exercises; - regular updates on progress with reducing delivery costs across education, research and operations; - an early focus on compliance with the new Higher Education Code of Governance; - proposals on transnational education to diversify income. [b] The executive is currently reviewing the cadence and approach to staff surveys and listening exercises and it is expected that Council will consider regular updates from this. [c] We are seeking input from Council on strategic items to be covered in the second half of the year, including at the next full-day conference in May 2027. This might usefully include, for example, topics around people and culture, artificial intelligence, partnerships and infrastructure planning. [d] We are also looking to create more regular opportunities for discussion between Council members, through changing the dynamics within formal meetings, scheduling time for Council members to meet separately from the executive and organising a half-day conference in December to revisit topics from the full-day conference in May. Council members are invited to comment, drawing from their own experience, on what would add most value.
QMUL Strategy:	Effective governance supports all aspects of strategy delivery.
Internal/External reference points:	University Charter and Ordinances CUC Higher Education Code of Governance OfS Regulatory Framework
Strategic Risks:	N/A
Equality Impact Assessment:	Not required
Subject to prior and onward consideration by:	Council only
Confidential paper under FOIA/DPA:	No
Timing:	Annual update
Author:	Jonathan Morgan, University Secretary

Date:	3 July 2026
External Sponsor:	Lan Tu, Chair of Council

Annual Schedule of Council Business 2026–27

Thursday 08 October 2026

Strategic items	
Biannual update on strategic risks and KPIs	President and Principal
Business cases to grow transnational education	Director of External Relations Faculty Vice-Principals
Assurance items	
Update on progress against institutional priorities, including actions to prepare for TEF2027 and REF2028	President and Principal
Compliance with the Higher Education Code of Governance	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

Wednesday 25 November 2026

Strategic items	
Culture, leadership and performance	Director of Human Resources Chief Operations Officer
Assurance items	
Update on progress with reducing delivery costs across education, research and operations	Chief Financial Officer Faculty Vice-Principals
Financial Statements and Annual Accountability Return	Chair of Audit and Risk Committee Chief Financial Officer University Secretary
Health, Safety and Fire Annual Report	University Secretary
Remuneration Committee terms of reference	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 2027 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 25 March 2027

Strategic items	
Deep dive topic to be determined	
2027–28 Budget and financial forecasts	Chief Financial Officer
2027–28 Capital plan	Chief Operations Officer
Assurance items	
Naming Policy	University Secretary
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 20 and Friday 21 May 2027 (short meeting followed by full-day conference)

Strategic items	
Biannual update on strategic risks and KPIs	President and Principal
Assurance items	
Update on progress against institutional priorities, including actions to prepare for TEF2027 and REF2028	President and Principal
Update on progress with reducing delivery costs across education, research and operations	Chief Financial Officer Faculty Vice-Principals
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	
Topics to be determined	All

Thursday 08 July 2027

Strategic items	
Deep dive topics to be determined	
Assurance items	
Environmental Sustainability Annual Report	VP Policy and Partnerships
Degree Outcomes Statement	President and Principal
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