

DRAFT COUNCIL AGENDA

Meeting to be held on **Wednesday 25 November 2026** at **1600 hours**
in the Colette Bowe Room, Queens' Building.

STANDING REPORTS

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|----|-------|---|-------------|----------|
| 1. | 16:00 | Welcome, apologies and declarations of interests | N/A | L Tu |
| 2. | 16:00 | Chair's update (5 mins) | | |
| | | TO NOTE an oral report from the Chair | Oral report | L Tu |
| 3. | 16:05 | Action log (5 mins) | | |
| | | TO NOTE the status of actions agreed at previous Council meetings | QM2026/17 | L Tu |
| 4. | 16:10 | President and Principal's report (15 mins) | | |
| | | TO CONSIDER a report on the delivery of institutional priorities | QM2026/18 | C Bailey |
| 5. | 16:25 | QMSU President's report (10 mins) | | |
| | | TO CONSIDER a report on the delivery of QMSU Strategy | QM2026/19 | V Deora |

STRATEGIC ITEMS

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|----|-------|---|-----------|--|
| 6. | 16:35 | Teaching Excellence Framework (40 mins) | | |
| | | TO CONSIDER Teaching Excellence Framework, focusing on the Employability and Graduate Skills Strategy | QM2026/20 | M Caulfield
D Todman
W Wang
C Shelley |
| 7. | 17:15 | Research Excellence Framework (40 mins) | | |
| | | TO CONSIDER an update on preparations for the Research Excellence Framework | QM2026/21 | A Livingston |

ASSURANCE ITEMS

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| 8. | 17:55 | Steps to reduce delivery costs (10 mins) | | |
| | | TO CONSIDER an update on progress with reducing delivery costs across education, research and operations | QM2026/22 | K Kröger |

- 9. 18:05 Financial Statements and Accountability Return (30 mins)**
- a) TO CONSIDER the minutes and annual report of Audit and Risk Committee QM2026/23 A Pryde
 - b) TO APPROVE the Letter of Representation QM2026/24 K Kröger
 - c) TO CONSIDER the External Auditor's Annual Report QM2026/25 H Ghafoor
 - d) TO APPROVE the Financial Statements QM2026/26 K Kröger
 - e) TO CONSIDER the Internal Auditor's Annual Report QM2026/27 A Pryde
 - f) TO APPROVE the Prevent Duty Annual Monitoring Return QM2026/28 J Morgan
- 10. 18:35 Fire, Health and Safety (5 mins)**
- TO CONSIDER the Fire, Health and Safety Annual Report QM2026/29 J Morgan

GOVERNANCE ITEMS

- 11. 18:40 Finance and Investment Committee (5 mins)**
- TO NOTE the minutes of Finance and Investment Committee and TO CONSIDER an update on the current financial position QM2026/30 R Whiteman
K Kröger
- 12. 18:45 Senate (5 mins)**
- TO NOTE the minutes of Senate QM2026/31 C Bailey
- 13. 18:45 Remuneration Committee ***
- TO APPROVE the Remuneration Annual Report and Terms of Reference QM2026/32 M Tatton

COMMITTEE MANAGEMENT AND REPORTING

- 14. 18:45 Minutes of the last meeting (2 mins)**
- TO CONFIRM the minutes of the meeting held on 08 October 2026 (2 mins) QM2026/33 L Tu
- 15. Decisions since the last meeting ***
- TO NOTE decisions taken and the use of the Common Seal since the last meeting QM2026/34 J Morgan
- 16. Agenda for the next meeting ***
- TO NOTE the draft agenda for the next meeting QM2026/35 J Morgan

* item will be taken without discussion unless a request to open the item for discussion is sent to the Chair or Secretary before the meeting.