

COUNCIL
Thursday 11 July 2024

DRAFT UNCONFIRMED MINUTES

Present:

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| Lord Clement-Jones CBE | Serena-Amani Al Jabbar | Professor Colin Bailey CBE |
| Gil Baldwin | Ken Batty | Professor Kavita Datta |
| Patricia Gallan QPM | Celia Gough | Professor Yang Hao |
| Indy Hothi | Isabelle Jenkins | Maryanne Matthews |
| Dr Natalie McCloskey | Professor Mangala Patel | Dr Anthony Phillips |
| Dr Alix Pryde | Melissa Tatton CBE | Peter Thompson |
| Rob Whiteman | | |

In attendance:

| | | |
|-----------------|-------------------------|------------------------|
| Amaan Abbas | Dr Sharon Ellis | Tahmid Khan |
| Karen Kröger | Dr Nadine Lewycky | Jonathan Morgan |
| For m. 2023.077 | Dr Bryony Butland | |
| For m. 2023.078 | Louise Lester | |
| For m. 2023.079 | Dr Philippa Lloyd | Professor Tony Michael |
| For m. 2023.085 | Professor Frances Bowen | |

Apologies:

None

Welcome, apologies and declaration of interests

2023.073 The Chair welcomed everyone to the meeting. There were no declarations of interests.

Chair's update

2023.074 Council **received** a list of the Chair's recent activities. The Chair said:

- [a] He was due to complete his annual one-to-one meetings with Council members. The consensus was for more informal gatherings between meetings.
- [b] Along with the Vice-Chair, he had been meeting Heads of Schools and Institutes over the past year. The meetings had offered insights into the challenges and opportunities at School and Institute level.
- [c] Prior to the UK general election, he had participated in a debate in the House of Lords on the Office for Students which had touched on the issues

facing the sector.

President and Principal's Report (QM2023/63)

2023.075 *Minute 2023.075 is confidential.*

QMSU President's report (QM2023/64)

2023.076 Council **considered** the QMSU President's report. The following points were noted in the discussion:

- [a] The Students' Union had received a petition to hold an emergency members' meeting to take place tomorrow. Motions to be debated included the closure of the nursery and the encampment.
- [b] There had been challenges in the communication between QMSU and the Senior Executive Team regarding the encampment. The priority of the University was to ensure that everyone felt safe on campus, which had been compromised by the behaviour of some of those involved with the encampment. The Senior Executive Team would review with QMSU how to work together on the most important issues and create space for more of the student voice to be heard. It was necessary to be clear that the appropriate avenues for raising concerns were through our policies and procedures. Were the motion to be passed at the members' meeting tomorrow, QMSU would be mandated to lobby the University about the encampment.

Deep dive on research, innovation and knowledge exchange (Presentation)

2023.077 Council **considered** a deep dive on research, innovation and knowledge exchange. The following points were noted in the presentation and discussion:

- [a] We had updated our research and innovation enabling plan in response to the 2030 strategy refresh and the changing research and innovation landscape. Our research indicators were moving in a positive direction and some were ahead of the Russell Group average. We had improved our research overhead recovery rate but would need to shift the mix of research funders away from charities and research councils and towards industry to continue to progress.
- [b] We were reviewing the most recent HEBCI data ahead of the next Knowledge Exchange Framework (KEF) exercise which would inform the allocation of the Higher Education and Innovation Fund (HEIF). Our indicators in collaborative research and income from equipment and facilities had gone up. We had made a leap forward in graduate start ups driven by better data collection. We had 15 spinouts surviving more than three years with an estimated turnover increasing by 25% to £79m.
- [c] In 2023, we had commissioned a report on the economic benefit of our research which showed how the impact was spread across the country. The report would be shared with new Council members. We were working on boosting our evidence base on the impact of our community projects.

Action: [c] Director of Research and Innovation

Staff survey (QM2023/65)

2023.078 *Minute 2023.078 is confidential.*

Degree Apprenticeships (QM2023/66)

2023.079 Council **considered** an update on degree apprenticeships. The following points were noted in the discussion:

- [a] We currently offered seven degree apprenticeships across three levels, including level 6, which provided a pipeline for employers to diversify their workforce, and level 7, which offered training within the workforce. Degree apprenticeships had a high level of employability, supported reputation building and served as a platform for building partnerships with employers in addition to the programmes. Our approach to delivery was to offer value, simplify the complexity and make an impact by tackling skills gaps.
- [b] We were in conversation with a number of employers for new programmes in 2024–25. The programmes would only proceed with sufficient numbers of employers and students.
- [c] We were preparing for a full Ofsted inspection this autumn following their new provider monitoring visit in February 2023.
- [d] Under the previous UK government, there had been some movement towards reducing aspects of the regulation around degree apprenticeships. The new government has indicated a focus on skills and a wider use of the levy for continuing professional development and other upskilling.
- [e] The current regulatory and funding arrangements meant that making degree apprenticeships financially viable was challenging. We were looking to bring our numbers to 1,000, which would give us a base to build from should government policy change in this area.

Finance and Investment Committee minutes (QM2023/67)

2023.080 Council **noted** the minutes of the Finance and Investment Committee meeting held on 10 June 2024.

Current financial position (QM2023/68)

2023.081 *Minute 2023.081 is confidential.*

An update on the implications of the student recruitment position for the 2024–25 budget (QM2023/69)

2023.082 *Minute 2023.082 is confidential.*

University fee regulations for 2025–26 and financial regulations (QM2023/70)

2023.083 Council **considered** and **approved** the University fee regulations for 2025–26 and

the financial regulations.

Senate minutes (QM2023/71)

2023.084 Council **considered** the Senate minutes. The following points were noted in the discussion:

- [a] The discussion on the creation of the Schools of the Arts was highlighted to Council. Some Senate members had raised concerns about the timing of the proposed merger of the two schools. The external environment meant that swift action was needed to protect the disciplines and facilitate the delivery of courses that would be attractive to students.
- [b] Minute 2023.186(i) would be corrected to read that the 25% decline in the student numbers was in the School of English and Drama and the School of Languages, Linguistics and Film rather than across the faculty.

Creation of a School of the Arts (QM2023/72)

2023.085 Council **considered** a proposal for the creation of a School of the Arts. The following points were noted in the discussion:

- [a] The proposal aimed to consolidate and enhance the academic activities within the School of English and Drama (SED) and the School of Languages, Linguistics and Film (SLLF) under a single, more robust organisational framework. By doing so, the Faculty of Humanities and Social Sciences was seeking to leverage synergies between the two Schools, fostering an environment conducive to academic regeneration and growth. Student recruitment, which had fallen 25% in real terms across the two schools in the past five years, was showing a continuing decline and there was a need to respond to the external challenges in order to protect these disciplines.
- [b] There had been extensive engagement with faculty members and management teams from both Schools. This had included open meetings, discussions, and a comprehensive discussion document shared in March 2024, with feedback integrated into the final proposal. Students had been informed by email, and a regular schedule of meetings had been established with QMSU so that sabbatical officers were kept informed and given opportunities to feed in.
- [c] The formal restructuring into a single school would simplify academic governance. A consultation was underway for Professional Services staff on the reorganisation of the teams into one, which would take effect from September.
- [d] The Senate discussion in June had focused on the timing of the plans, with an alternative suggestion for the merger to be delayed for a year. Council acknowledged the concerns of staff about the timing, but said that delaying a year would not make much difference. The teaching for most academic staff would remain the same.
- [e] Council discussed the process of bringing staff along on the journey and

the opportunities the new school would create. The new school would provide opportunities to offer new interdisciplinary courses in growth areas, such as the creative industries and AI, and better use of existing staff.

- [f] The current student population in SED and SLLF was heavily weighted towards home students, with only 10% across the two schools being overseas postgraduate students. The proposed new postgraduate programmes could contribute to overseas postgraduate recruitment, thereby improving the balance of the student population and providing additional revenue to support other parts of the agenda, such as widening participation for local schools.
- [g] Council asked whether the proposal would be sufficient to make us competitive with the sector leaders in the creative industries. We were a different type of university to the current sector leaders and could create a distinct offering. The aim was to revamp the academic offering within the next few years.
- [h] Council **approved** the creation of a School of the Arts within the Faculty of Humanities and Social Sciences from 1 August 2024 by uniting the School of English and Drama and the School of Languages, Linguistics and Film.

Ordinances and related regulations, policies and delegations (QM2023/73)

2023.086 Council **considered** updates to the Ordinances and related regulations, policies and delegations. The following points were noted in the discussion:

- [a] We would be the first university to offer the Licence in Dental Surgery which had previously only been awarded by the Royal College of Surgeons. The postgraduate qualification allowed international students to apply for registration with the General Dental Council and the ability to deliver it would greatly enhance our reputation.
- [b] Council **approved** the updates to the Ordinances and related regulations, policies and delegations, including an amendment to Ordinance 9 on the academic organisation of the university to reflect the decision to create a School of the Arts within the Faculty of Humanities and Social Sciences.

Audit and Risk Committee minutes (QM2023/74)

2023.087 Council **noted** the minutes of the Audit and Risk Committee meeting held on 18 June 2024. The following points were noted in the discussion:

- [a] The Committee had received an update on the pilot for a new legal compliance reporting framework. With the increasing complexity of regulation, the new reporting framework would help support good governance.

Remuneration Committee (QM2023/75)

2023.088 Council **noted** the summary of the Remuneration Committee meeting held on 21 June 2024.

Queen Mary Medal (QM2023/76)

2023.089 Council **considered** and **approved** a proposal to award the Queen Mary Medal to Professor Virginia Davis.

Minutes of the last meeting (QM2023/77)

2023.090 Council **confirmed** the minutes of the meeting held on 16 May 2024.

Use of the Common Seal (Oral report)

2023.091 Council **noted** the use of the common seal since the last meeting.

Annual schedule of business 2024–25 (QM2023/78)

2023.092 Council **noted** the indicative annual schedule of business for 2024–25.

Dates of Meetings 2024–25

- Thursday 10 October 2024 at 1530 hours.
- Thursday 21 November 2024 at 1600 hours.
- Thursday 27 March 2025 at 1600 hours.
- Thursday 15 May / Friday 16 May 2025 – Annual conference including Council meeting.
- Thursday 10 July 2025 at 1600 hours.