LONDON SCHOOL OF HYGIENE & TROPICAL MEDICINE
COUNCIL
MINUTES FROM THE MEETING HELD ON 26 MARCH 2026
APPROVED BY COUNCIL ON 09 JULY 2026

MEETING OF COUNCIL
Date of meeting: Thursday 26 March 2026, 14:00 to 16:30
Place of meeting: Hybrid via LSHTM Board Room (G05) and ZOOM Video Conference
Present: Don Robert (Chair), Liam Smeeth, Clare Chandler, Matt Lee, Hitesh Patel, Mike Turner, Naomi Stewart, Louise Nadal, Nambusi Kyegombe *(virtual attendance)*, Mark Poulton, James Hargreaves *(virtual attendance)*, Richard Calvert, Jo Price, Lindsay Northover *(virtual attendance)*, Chioma Nwakanma-Akanno, Alana Luckraft *(up to item 7.3)*, Andrew Dyer, Angela Darlington and Mohamed Osman.
Apologies: Diana Layfield.
Minutes: Ayisha Govindasamy.

1. RESEARCH SPOTLIGHT SESSION
Received: Council received a presentation from the Centre for Maternal, Adolescent, Reproductive, & Child Health (MARCH) from the Centre Co-Director, Ana Maria Buller Soto.

2. INTRODUCTION
2.1. Welcome & Introduction
Noted:
2.1.1. The Chair welcomed the newly appointed University Secretary, Louise Nadal, to their first meeting of LSHTM's Council.
2.1.2. Independent Members of Council, Diana Layfield and Nazira Amra, have resigned.

2.2. Declarations of Interests:
Noted:
2.2.1. The following declarations of interests were noted:
- Agenda item 5.1 - Mark Poulton as Non-Executive Director and member of the Audit and Risk Committee of the Department for Science, Innovation and Technology which funds the Medical Research Council (MRC) via UK Research and Innovation.
- Agenda item 6.1 - Matt Lee (LSHTM Chief Operating Officer) as incoming Chief Operating Officer of Sustainable Climate Impact Fund Limited (SCIF).

2.3. Minutes from the previous meeting
Resolved:
2.3.1. Council approved the minutes from the previous meeting held on 25 November 2025, subject to one minor amendment.

2.4. Actions taken by the Chair: None

3. REPORT FROM THE DIRECTOR
3.1. Director's Report
Noted:
3.1.1. There was a recent all-staff meeting focusing on LSHTM's financial position and actions needed to achieve the Financial Sustainability Plan.
3.1.2. Universities UK (UUK) analysis shows that government policy decisions will lead to an estimated £3.7 billion reduction in funding to Higher Education providers.
3.1.3. The Education Centre was recently opened and has received positive feedback from both students and staff.
3.1.4. LSHTM has launched its first Masters in Research (MRes) in Infectious & Tropical Diseases.

3.1.5. WHO Director-General and LSHTM alumnus Dr Tedros Adhanom Ghebreyesus was extremely positive about his recent visit to LSHTM.
3.1.6. The Director visited partners at Mahidol University, Chulabhorn Royal Academy, Chiang Mai University, and visited The Gambia Unit and Uganda Unit for the Unit Committees.
3.1.7. The Director highlighted awards received by LSHTM staff and showcased some prestigious research grants that have recently been awarded.

3.2. Director's Strategic Priorities

Noted:

3.2.1. The Director gave an overview of LSHTM's strategic priorities around Education, Research and People & Culture, alongside Key Performance Indicators.
3.2.2. Many of these awards were costed prior to the introduction of the new costing principles so improvements are expected over time.
3.2.3. The proportion of Associate Professors that identify as BAME have continued to increase whilst the proportion of Professors that identify as BAME remains unchanged.
3.2.4. There has been a focus on fundraising for research that properly covers research cost and is linked to LSHTM's research priorities.
3.2.5. Council noted the Higher Education Sector Update which was appended to the Director's Report and Strategic Priorities.

4. STUDENTS' REPRESENTATIVE COUNCIL (SRC) PRESIDENT REPORT TO COUNCIL

Noted:

4.1. Council was provided with an overview of activities undertaken by the SRC, along with challenges and opportunities identified so far.
4.2. The SRC's focus for the academic year was to cultivate an inclusive student community, support students' personal and professional development; and ensure teaching is delivered in a collaborate manner with student input.
4.3. The SRC have been the communication bridge between LSHTM and the student community, ensuring key messages reach students via a variety of communication channels e.g. Programme Representatives, newsletters, student townhall meetings etc.
4.4. The importance of clear grading and assessment criteria and the timeliness of marking was emphasised as a key component of the student experience. Student concerns in these areas have been raised with management and improvements are underway.
4.5. Distance Learning students have suggested improvements to Moodle to ensure that this is the main method of communication as opposed to multiple untailored emails.
4.6. The SRC encouraged LSHTM to continue advocating against the UK Government's student visa ban as this was causing distress amongst the student community and likely to be worrying for prospective students. A joint roundtable meeting was being arranged to discuss the issue with concerned students and the Director.
4.7. The SRC noted their continued interest in ensuring that International English Language Testing System (IELTS) are only utilised in circumstances prescribed by the UK Government. IELTS was expensive for prospective students to undertake, and particularly inappropriate for students from former colonised countries where English is the language of instruction already.
4.8. The SRC reported their satisfaction with the recently opened Education Centre.

5. UPDATE ON STRATEGIC & FINANCIAL REPORT AND ANNUAL FINANCIAL STATEMENTS 2024/25

5.1. Strategic and Financial Report and Annual Accounts 2024/25

Noted:

5.1.1. Council noted the latest Strategic and Financial Report and Annual Accounts 2024/25.

6. ITEMS FOR DISCUSSION OR APPROVAL

6.1. Schedule of Delegation

Noted:

6.1.1. Council noted that the Schedule of Delegation had been updated primarily to align to the Financial Regulations.

Resolved:

6.1.2. Council approved the updated Schedule of Delegation, and recommended lines of accountability and governance arrangements with the Units be revisited.

6.2. Risk Management Policy

Resolved:

6.2.1. Council approved the updated Risk Management Policy.

6.3. Artificial Intelligence Use Policy

Resolved:

6.3.1. Council approved the Artificial Intelligence Use Policy.

6.4. Finance & Development Committee Terms of Reference

Resolved:

6.4.1. Council approved the updated Finance & Development Committee Terms of Reference.

7. STRATEGY IMPLEMENTATION

7.1. Strategy Implementation Overview

Noted:

7.1.1. Council noted the progress being made to implement the LSHTM Strategy 2022-2027.

7.2. Education Strategy

Received: A presentation on progress against the Education Strategy from Ahmed Rashid (Pro-Director, Education) and Derfel Owen (Registrar & Director of Education Services).

Noted:

7.2.1. It was a tough external student recruitment landscape, and there was a move towards growing UK Higher Education activities outside of the UK.

7.2.2. LSHTM has been increasing intercalating student numbers, which was encouraging.

7.2.3. The MRes Infectious & Tropical Diseases has been launched. Council members commended the MRes and noted its importance in increasing research skills which leaves students well place to succeed in a PhD programme.

7.2.4. It was acknowledged that for each new education activity there would be associated risks and opportunities.

7.2.5. Council commended the extensive list of new education opportunities that were being explored but encouraged further prioritisation as, if they all materialised, delivery would become unsustainable. Alongside this, it was recommended that there be consideration of education related activities that are going to be deprioritised.

7.2.6. The SRC President noted that a major factor in students applying to LSHTM was recommendations from alumni and emphasised the important role of student ambassadors.

Improving careers support for students with access to internships, research assistant roles and/or other work-based experiences would also be valued by the student community.

7.3. Strategic Balanced Scorecard

Noted:

7.3.1. Council noted the update to LSHTM's Strategic Balanced Scorecard and position against Key Performance Indictors.

8. REPORTS FROM COMMITTEES

8.1. Finance & Development Committee

Noted:

8.1.1. Council noted the summaries from Finance & Development Committee meetings held on 06 March 2026 and 12 March 2026.
8.1.2. In line with LSHTM's financial regulations, the committee approved the purchase of land in The Gambia which would enable vital clinical trials research activity to continue in Fajikunda.
8.1.3. The committee noted the Gillies Report Self-Assessment and commended the updated financial management information it now receives.
8.1.4. The committee had received an update on the introduction of the new finance system, Technology One.

8.2. Audit & Risk Committee

Noted:

8.2.1. Council noted the summary from Audit & Risk Committee meeting held on 19 March 2026.
8.2.2. The committee reviewed the Annual Research Integrity Statement.
8.2.3. The committee received six internal audit reports.
8.2.4. The committee have requested LSHTM's internal auditors review the management information, with a particular focus on financial information, received by Council and its committees to ensure it is fit for purpose.
8.2.5. A number of changes have been made to LSHTM's Strategic Risk Register.

8.3. The Gambia Unit Committee

Noted:

8.3.1. Council noted the summary from The Gambia Unit Committee meeting held on 12 February 2026, and the trip debrief.
8.3.2. The committee would be providing constructive support to the incoming Unit Director, Ed Clarke.

8.4. Uganda Unit Committee

Noted:

8.4.1. Council noted the minutes from the Uganda Unit Committee meeting held on 12 March 2026.
8.4.2. There remains two Head of Theme Leads vacancies, and a search partner has been appointed to help with recruitment.
8.4.3. Research grant awards have increased which was encouraging.
8.4.4. The Unit was facing pressure with ageing infrastructure that needed replacing e.g. motor fleet.
8.4.5. The committee recommended that the committee continue in its current form for at least another year.

Resolved:

8.4.6. The future of both The Gambia Unit and Uganda Unit Committees would be considered as part of the upcoming governance effectiveness review.

8.5. Nominations & Governance Committee

Noted:

8.5.1. Council noted the summary from Nominations & Governance Committee meeting held on 20 February 2026.
8.5.2. The committee reviewed the Gillies Report Self-Assessment, and the Schedule of Delegation.
8.5.3. The committee discussed recruitment following the recent resignation of two independent members of Council, and the need for succession planning for the Chair of Audit & Risk Committee and the Chair of Finance & Development Committee.
8.5.4. Council also noted the need to consider diversity, as well as expertise gaps, when recruiting for new independent members of Council.

Resolved:

8.5.5. Council ratified the appointment of Jo Price as Chair of the People, Equality, Diversity & Inclusion Committee.

8.6. Senate

Noted:

8.6.1. Council noted the summary from the Senate meeting held on 18 March 2026.
8.6.2. There was a focused discussion on how to improve student satisfaction in assessment and marking.

8.7. People, Equality Diversity & Inclusion Committee

Noted:

8.7.1. Council noted the summary from the People, Equality, Diversity & Inclusion Committee meeting held on 17 March 2026.
8.7.2. The committee received a range of updates from the Executive Team on topics such as Equality, Diversity & Inclusion, LSHTM’s Employment Model Review, and Gender and Ethnicity pay gaps.

9. OTHER REPORTS

9.1. Heath Clark

Resolved:

9.1.1. Council ratified the Selection Panel recommendation that the Heath Clark lectureship for 2026 be awarded to Dr Jenny Garcia.

10. DATE OF NEXT MEETING: 09 July 2026