

**COUNCIL MINUTES 30 MARCH 2022**  
**APPROVED ON 05 JULY 2022**

**MEETING OF COUNCIL**

**Date of meeting:** Wednesday 30 March 2022, 14:00 to 16:00  
**Place of meeting:** ZOOM Video Conference

**Present:** Don Robert, John O'Donnell, Una O'Brien, Diana Layfield, Hitesh Patel, Mohamed Osman, Effua Usuf, Angela Darlington, Anne Mills, Jenny Jenkin, Liam Smeeth, Diana Layfield, Sunil Sharma, Fatma Shakarchi and Matt Lee.

**Apologies:** Annalisa Jenkins, Mishal Khan, Precious Lunga, Kevin Tetteh and Mike Turner

**Minutes:** Ayisha Govindasamy.

**1. INTRODUCTION**

**1.1. Actions taken by the Chair:**

*Noted:*

1.1.1. The Chair approved the following:

- Independent Review Action Plan
- Establishment of the Audit & Risk Committee Subgroup.
- Revisions to the Whistleblowing Policy
- Donation from Open Philanthropy

**1.2. Conflicts of Interest:** None declared.

**1.3. Minutes of the previous meeting and matter arising:**

*Resolved:*

1.3.1. Council approved the minutes of its previous meetings held on 22 November 2022 and on 10 December 2021.

**2. DIRECTOR'S REPORT:**

*Noted:*

**2.1.** LSHTM was mitigating the impact of strike action and balancing the need to protect the student experience whilst keeping good relations with the staff community. Work was underway to identify modules that had been severely impacted and assess the impact to their studies.

**2.2.** An all staff briefing on pensions has been scheduled for this week and the Chair of Finance & Development Committee would also join this session.

**2.3.** Advertisement for two new Pro-Directors posts were underway. The job descriptions for these roles had been circulated to the LSHTM community for feedback before finalising and advertising.

**2.4.** Plans were underway for a new staff survey later this year (2022).

**2.5.** Data from the recent promotions round was presented and it showed that there was some progress being made towards a more equitable distribution. Observers were invited to promotion panels to increase transparency about decision making and were given the opportunity to provide feedback to the panel. It was confirmed that the processes for without duration contract and promotion round were separate.

**2.6.** Appended to the Director's report was a summary of internal communications, and a forward plan of communications internally and externally for the next 3 months.

**3. REPORT FROM ELECTED STAFF REPRESENTATIVE**

*Noted:*

**3.1.** There were a number of issues raised in the report from the elected staff representatives which the Director and Secretary to Council has been made aware of.

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**3.2.** The elected staff members drew particular attention to item 3 of the report where there was a request for expert guidance on how to meet the responsibilities of their role and the grey area of governance and implementation.

*Resolved:*

**3.3.** It was agreed that training would be facilitated and that an external from the HE governance sector may be useful due to their knowledge of HE regulation, and CUC code.

**4. SPOTLIGHT SESSION: MSc SEXUAL & REPRODUCTIVE HEALTH**

*Noted:*

**4.1.** A new MSc has been developed with the University of Ghana and would focus on Sub-Saharan African as it has a young population with a high rate of HIV and preventative maternity mortality.

**4.2.** The development of the MSc had been supported through donated funds with a specific remit for capacity building in the area of sexual and reproductive health.

**4.3.** The new MSc would support existing health professional by providing expert knowledge on health provision and policy and encourage peer to peer support.

**4.4.** For the first year the student numbers would be capped at 50 students with a number of scholarships available. Recruiting 50 students would make the programme self-sustaining financially but there were hopes to expand should there be sufficient demand.

**4.5.** LSHTM would be the awarding institution for the first 3 years but with an overarching aim that the University of Ghana can be the awarding institution thereafter.

**4.6.** There were currently 400 students interested in the programme which shows the market appetite for type of programme.

**4.7.** The funder is highly engaged and a reporting structure was in development to establish regular but structured check in points.

**4.8.** The new MSc will undergo a number of quality assurance checks by the UK regulator; and this MSc provides a model on how similar programmes can be developed.

**5. VISION, VALUES AND STRATEGY DEVELOPMENT**

*Noted:*

**5.1.** LSHTM has been developing its new strategy which included defining its values, creating a 10-year vision statement and underpinning strategies (research, education, people & culture). The LSHTM community had been widely consulted in a number of different ways e.g. online forms, briefings, team meetings, engagement sessions.

**5.2.** There were some concerns that equity did not come across explicitly in the values titles and that this could be embedded more strongly within the values narrative statements and into the vision.

**5.3.** It was emphasised that in order to implement the values successfully the values would need to be embedded broadly across LSHTM and within its policies and processes.

**5.4.** The following questions were posed for further consideration as the strategy underwent its final drafting:

- What does the school do today that it won't be doing in the future?
- What is the role of LSHTM's partners and partnerships in our mission/vision?
- Are the values representative of LSHTM's current state, or where you want LSHTM to be?
- How can ESG principles be incorporated?

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**6. INDEPENDENT REVIEW ACTION PLAN**

*Noted:*

- 6.1.** An action plan had been created to implement each recommendation from the Independent Review. This has resulted in over 110 actions which would be prioritised.
- 6.2.** The ARC Subgroup has its first meeting earlier in March and was supported by PwC to provide external assurance along with engagement from independent members and elected staff members. The important work of this subgroup was emphasised and the need to move actions forwards to help change LSHTM's culture.
- 6.3.** One of the recommendations was about proactively engaging with students but it was noted that survey responses from students was quite low e.g. module student surveys. It was suggested that this action encompass not only engaging with students but also ensuring adequate responses e.g. introducing minimum response rates or specific student focus groups.

**7. REPORTS FROM COMMITTEES**

**7.1. Finance & Development Committee**

*Received: Council received a summary of the recent Finance & Development Committee meetings.*

*Noted:*

- 7.1.1.** The committee had a broad discussion on the research funding landscape and whether LSHTM's portfolio was appropriately balance and was supported by appropriate internal structures and well resources professional services.
- 7.1.2.** There were certain financial challenges ahead including inflation, ability to increase donation income, reaching student recruitment targets, and operating within a lower surplus budget.

**7.2. Audit & Risk Committee**

*Received: Council received a summary of the recent Audit & Risk Committee meeting and top strategic risks.*

*Noted:*

- 7.2.1.** Following a review of LSHTM's top risks it was noted that a considerable amount of work had taken place to strengthen controls against cyber risks. The student recruitment risk was actively being monitored, and issues of recruitment and retention were coming to the fore.
- 7.2.2.** There were some concerns over the timeliness of implementing recommendations from completed internal audit reports. New procedures were being put in place to ensure realistic deadlines were set, and that progress was being actively monitored by management.
- 7.2.3.** Following a fraud case in The Gambia, LSHTM's internal auditors reviewed the Unit payment processes and made a number of recommendations which have all be accepted and would be introduced by the end of June 2022.
- 7.2.4.** Following an all staff meeting one member of staff raised concerns about their experience with the grievance process. To test HR policies, LSHTM's internal auditors undertook a review of this case and while the policy was followed a number of improvements were suggested that HR would now implement.

**7.3. Nominations Committee**

*Received: Council received a summary of the recent Nominations Committee meeting and proposed member recruitment process.*

*Noted:*

- 7.3.1.** The committee requested that the Secretary to Council propose ways in which LSHTM's governance framework could be strengthened in light of the outcomes of the Independent Review.
- 7.3.2.** The committee reviewed the recruitment process for a number of Council and Committee vacancies which would be advertised shortly.

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*Resolved:*

- 7.3.3. Council approved the appointment of Hitesh Patel as incoming Deputy Chair of Council and the appointed of Robin Goodchild as independent member of Capital Project Steering Group.

**7.4. People Committee**

*Received: Council received a summary of the recent People Committee meeting and EDI annual report.*

*Noted:*

- 7.4.1. The committee received an update on the work of establishing and embedding values e.g., incorporate within LSHTM's policies and practices.
- 7.4.2. The committee discussed the upcoming staff survey and how best to encourage a high response rate.

**7.5. Diversity & Inclusions Committee**

*Received: Council received a summary of the recent People Committee meeting and EDI annual report.*

*Noted:*

- 7.5.1. The Committee noted that they were considering ways to engage with staff/students more widely e.g. holding town hall meetings.

*Resolved:*

- 7.5.2. It was recommended that elected staff members of Diversity & Inclusion Committee also received training on their roles alongside elected staff members of Council.

**7.6. Senate**

*Received: Council received a summary of the recent Senate Committee, and the annual quality report for 2019/20 academic year.*

*Noted:*

- 7.6.1. The Strike Impact Assessment Group were given a key role to assess the impact of the strike and how best to mitigate or compensate these.
- 7.6.2. Senate approved the pause LSHTM's participation in the Postgraduate Taught Experience Survey (PTES) in favour of conducting an in-house Student Survey for this academic year which was tailored more to LSHTM's needs.

**8. REPORTS FOR INFORMATION**

**8.1. Use of the LSHTM Seal**

*Noted:*

- 8.1.1. Council noted the use of the LSHTM seal which was an agreement between LSHTM and 8Build to enable TP2 building works.

**DATE OF NEXT MEETING:** 05 July 2022