

COUNCIL MINUTES 02 DECEMBER 2022
APPROVED BY COUNCIL ON 28 MARCH 2023

MEETING OF COUNCIL

Date of meeting: Thursday 01 December 2022, 11:00 to 13:00
Place of meeting: Hybrid via LSHTM Board Room and ZOOM Video Conference

Present: Don Robert (Chair), Mohamed Osman, Effua Usuf, Angela Darlington, Anne Mills, Jenny Jenkin, Liam Smeeth, Sunil Sharma, Nazira Amra, Matt Lee, Mishal Khan, Kevin Tetteh, Precious Lunga, Hitesh Patel, Mike Turner, Indrani Misra and Mark Poulton.

Apologies: Diana Layfield.

Minutes: Ayisha Govindasamy.

1. INTRODUCTION

The Chair welcomed Indrani Misra (Students Representative Council President) and Mark Poulton (Independent Member of Council) to their first meeting of Council.

1.1. Actions taken by the Chair: None.

1.2. Conflicts of Interest: None declared.

1.3. Minutes of the previous meeting:

Resolved:

1.3.1. Council approved the minutes of its previous meeting held on 27 September 2022.

2. SPOTLIGHT SESSION:

Received: A presentation from Professor Richard Hayes & Dr Kwame Shanaube on the HPTN071 (PopART) Study.

3. DIRECTOR'S REPORT:

Received: Council received a report on LSHTM's latest events, achievements, and key updates over the past few months. 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.

Noted:

3.1. Caroline Relton will be joining the Executive Team as Pro-Director of Research from January 2023.

3.2. The Executive Team recently introduced an observer scheme for their weekly meetings which has been well received by staff.

3.3. Impact of the UCU Industrial Action in November 2022 was being assessed, and regular communications were being held with students to help address any concerns. The Executive Team were balancing the need to maintain good relations with the Trade Unions whilst also upholding the student experience.

3.4. The Director visited The Gambia Unit for their 75th anniversary celebrations.

3.5. LSHTM's staff survey was live and completion rates are being actively monitored, with the Executive Team aiming for a 70% completion rate.

3.6. Work is underway to revamp Court to help support LSHTM's fundraising ambitions.

3.7. LSHTM was currently assessing the impact of the UK government's recent announcement of £20 billion funding for science and research.

4. ELECTED STAFF MEMBERS OF COUNCIL

Noted:

4.1. Council noted the report from elected staff members of Council.

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5. STRATEGY IMPLEMENTATION

5.1. Implementation Framework

Noted:

- 5.1.1. LSHTM's Strategy has been developed and published, it has three major themes: Education, Research and People & Culture. Targets for LSHTM's Education and Research ambitions have also been articulated.
- 5.1.2. Work was now underway to create high level measures of success that will be regularly reported to Council to help track progress.
- 5.1.3. Council made the following queries/observations:
 - How can 'thriving culture' be measured quantitatively? It was suggested comments/data from staff survey questions e.g., 'how likely would you recommend LSHTM as a place to work to other people?' may be useful and are commonly used in the private sector.
 - What are the mechanisms in place to align individual/team/Faculty/Unit/Professional Services objectives to LSHTM's strategic goals?
 - Is there any way to measure how satisfied LSHTM's major funders are with the projects/research we deliver?
- 5.1.4. It was also suggested that some measures of success could be monitored by Council Committees where such measures fit with the Committee's remit.
- 5.1.5. It was confirmed that populated dashboards and measures of success would be presented to Council at its next meeting in March 2023 for approval.

5.2. Education Strategic Plan - Craig Higgins (Pro-Director of Education) joined for this item.

Noted:

- 5.2.1. During the development of the Education Strategy a number of key themes emerged. This included:
 - Research rooted education:
 - Developing programmes that will help address the merging global health challenges of the future.
 - Clear education policy/procedures to allow new programmes to be developed and quality assured.
 - Flexible and Digital
 - Utilising appropriate digital tools to enhance the learning and student experience.
 - Student experience
 - Adapting to the changing expectations of current/prospective students and employers.
 - Foster the student experience through the whole student lifecycle and considering both social and infrastructure elements.
 - Developing multiple coherent student feedback mechanisms and feedback loops.
 - Inclusive Environment
 - Consider how to broaden access to LSHTM programmes (widening participation strategy)
 - How to appropriately support underrepresented students.
 - Deliver existing actions as already outlined in the EDI/Independent Review action plan.
 - Elevating and celebrate
 - Motivating staff to deliver innovation and excellence in teaching and learning.
 - Greater recognition/organisational value of education activities in policies, processes, incentives within job descriptions and promotion criteria.
- 5.2.2. The Education Strategy was currently at the scoping stage; the next steps were to adequately resource and recruit to help deliver the relevant workstreams. It was noted that

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the scale of ambition with the Education Strategy was significant, therefore there would be an initial focus on culture change which would be needed to bring education activities in parity with research in terms of how it is perceived by academic staff and recognised by LSHTM.

- 5.2.3. The planned growth of 50% tuition fee income over the next five years would not necessarily result in a massive expansion in student numbers. This could be achieved via a combination of a targeted increase of student number targets on existing programmes, ensuring capacity is met on other existing programmes, mixed income from both home and international students. Recently commissioned market research showed there was an opportunity to increase LSHTM's short course provision. It was also noted that for Distance Learning provision, it was easier to upgrade digital learning infrastructure compared to physical infrastructure works.
- 5.2.4. The Pro-Director of Education was currently meeting with all Programme Directors to discuss student number targets and what competitors programmes were offering. It was suggested that surveying prospective students who decline LSHTM's offer be useful.
- 5.2.5. There is a need for all academic staff to dedicate 15% of their time towards teaching activities e.g., developing or delivering teaching and ensure this was not disproportionately adhered to. It was suggested that teaching contributions should be tiered so that early career academics only have to teach for 5% of their time, whilst those on Without Duration contracts would be expected to spend 15% of their time on teaching activities.
- 5.2.6. It was queried whether a differential fee structure was in scope for the education strategy. It was noted that LSHTM already allocates 15% of its fee income to fee waivers/scholarships for students from lower/middle income countries and this was much higher than the sector average.

6. ITEMS FOR ATTENTION

6.1. Staff & Student Engagement Sessions

Received: A verbal update from Hitesh Patel and Mike Turner on the topics raised following their recent staff and student engagement sessions.

Noted:

- 6.1.1. Topics raised by staff and students included:
- Disappointment that the diversity of the student body is not reflected within the teaching staff.
 - Emphasis on the value to students when international experience is featured within programmes.
 - Overreliance on teaching via ZOOM; keen for variety of teaching delivery methods to be used to ensure student engagement.
 - Staff and students still wary about using feedback/complaint mechanisms for fear of retribution/impact on studies.
- 6.1.2. More staff and student sessions would be arranged in the Spring Term 2023.

6.2. People Committee and Diversity & Inclusion Committee

Noted:

- 6.2.1. Following Council's decision to integrate the People Committee and Diversity & Inclusion Committee, the subsequent feedback has been there would be value in gaining more input from existing committee members on how this best can be achieved and to fully understand what structural EDI issues should be incorporated into the new integrated committee.

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Resolved:

- 6.2.2. A revised timeline would be developed along with key milestone for the establishment of an integrated People Committee and Diversity & Inclusion Committee. (*Chair of Council*)

7. REPORTS FROM COMMITTEES

7.1. Finance & Development Committee

Noted:

7.1.1. Financial Statements & Treasurer's Report

- 7.1.2. The report had been drafted in a structure that meets the reporting requirements of the Office for Students (OfS). The aim of the report is to give a balanced view of LSHTM's financial activities in 2021/22 and includes narrative around performance against LSHTM's strategic objectives.

- 7.1.3. While LSHTM's surplus for 2021-22 has decreased to a deficit of £29.9m much of the decrease is related to USS Pension provisions and prudent provisioning of inflation risk and holiday leave. This has enabled LSHTM to continue to invest in priority areas e.g. capital works.

7.1.4. Going Concern Statement

Resolved:

- 7.1.5. Council noted the range of "stress" scenarios that provided assurance that LSHTM is considered a "going concern" and this statement was approved.

7.1.6. Financial Forecasts

Resolved:

- 7.1.7. Council approved the Office for Student financial return and supporting commentary.

7.1.8. Capital Project Business Cases

Resolved:

- 7.1.9. Council approved the business case for the following capital works:
- The creation of a teaching and learning centre in TP1; and
 - PHP Faculty moving from TP1 to TP2 to facilitate the above.

7.1.10. Deeds of Support for LSHTM Subsidiaries

Noted:

- 7.1.11. It was reported that Sustainable Climate Impact Fund Limited, a subsidiary of the Charity, required financial support from the Charity for a period of at least 12 months from the date of the Meeting in order to enable them to continue their operations and there was produced to the meeting a form of letter of support ("the Letter of Support") proposed to be issued by the Charity confirming its financial support for Sustainable Climate Impact Fund Limited.

Resolved:

- 7.1.12. Council approved the Deed of Support for Chariot Innovations Limited.

- 7.1.13. In order to protect its investment in Sustainable Climate Impact Fund Limited and the consequent potential flow of profits from Sustainable Climate Impact Fund Limited to the School, it would be in the best interest of the School to provide Sustainable Climate Impact Fund Limited with the required financial support. The School should provide Sustainable Climate Impact Fund Limited with the financial support required. The Letter of Support be and is hereby approved. Angela Darlington is hereby authorised to sign the Letter of Support on behalf of the School.

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7.2. Audit & Risk Committee

Received: The Audit and Risk Committee Annual Report which included the following annexes: Minutes of the Monitoring and Assurance Task & Finish Group (Annex A), Annual Internal Audit Report (Annex B), External Auditors Management Letter (Annex C), Prevent (Annex D), Value for Money Annual Report (Annex E), Health & Safety Report (Annex F), Research Governance and Scientific Misconduct Annual Report (Annex G).

Noted:

- 7.2.1. The financial accounts have been reviewed by the Audit & Risk Committee and recommended to Council. It was confirmed that External Audit had not raised any major concerns.
- 7.2.2. The internal audit opinion for 2021/22 was 'generally satisfactory with some improvements required'. Areas of improvement included Cyber security, which remained a high strategic risk, along with recruitment and retention of staff, and tuition fee income.
- 7.2.3. The committee set up a Monitoring and Assurance Task & Finish Group who have been overseeing the implementation of Independent Review recommendations. Good progress has been made, with just over 60% of the recommendations having been implemented.
- 7.2.4. LSHTM's Schedule of Delegation had been updated to include the Units and this would be going through normal governance approval routes in Spring 2023.
- 7.2.5. LSHTM's Internal Audit Services would be going out to tender in 2023.

Resolved:

- 7.2.6. Council agreed that Prevent Annual Report be submitted to the Office for Students.

7.3. Remuneration Committee

Noted:

- 7.3.1. Council noted the Annual Remuneration Committee Report for senior staff holders at LSHTM. This report provides assurance that it's remuneration process and outcomes comply with the Committee of University Chairs (CUC) Higher Education Senior Staff Remuneration Code.

7.4. Senate

Noted:

- 7.4.1. Council noted the summary of Senate from the meeting held on 23 November 2022. This included an update on the Designated Quality Body for England and the revised OfS Conditions of Registration for Quality & Standards (B conditions) and LSHTM's progress on the Concordat to Support the Career Development of Researchers.

7.5. Diversity & Inclusion Committee

Noted:

- 7.5.1. Council noted the summary of the Diversity & Inclusion Committee meeting held on 10 November 2022.

8. OTHER REPORTS

8.1. Anti-Slavery & Human Trafficking Statement

Resolved:

- 8.1.1. Council approved the updated Anti-Slavery & Human Trafficking Statement.

9. DATE OF NEXT MEETING: 28 March 2023