

**LONDON SCHOOL OF HYGIENE & TROPICAL MEDICINE  
COUNCIL  
MINUTES FROM THE MEETING HELD ON 26 JUNE 2025  
APPROVED BY COUNCIL ON 29 SEPTEMBER 2025**

**MEETING OF COUNCIL**

**Date of meeting:** Thursday 26 June 2025, 09:30am to 12pm  
**Place of meeting:** Hybrid via LSHTM Board Room (G05) and ZOOM Video Conference  
**Present:** Don Robert (Chair), Mohamed Osman, Angela Darlington, Liam Smeeth, Clare Chandler, Matt Lee, Nazira Amra (*virtual attendance*), Jocelyn Prudence, Lethukwenama Letsoalo, Nambusi Kyegombe (*virtual attendance*), James Hargreaves, Richard Calvert, Joanna Price, Diana Layfield and Naomi Stewart.  
**Partial Attendance:** Hitesh Patel, Mark Poulton, Andrew Briggs and Giulia Greco (*for item 1*), Andrew Dyer (*for item 5*) and Caroline Relton (*for item 6.2*).  
**Apologies:** Mike Turner and Lindsay Northover.  
**Minutes:** Ayisha Govindasamy.

**1. RESEARCH SPOTLIGHT SESSION**

*Received: A presentation on the Global Health Economics Centre from Andrew Briggs (Professor in Health Economics) and Giulia Greco (Associate Professor in Health and Wellbeing Economics)*

*Noted:*

- 1.1. Council queried how the Global Health Economics Centre measured success. It was noted that it was hard to measure success in a traditional manner, e.g. research publications and impact, as this is captured at LSHTM via academic departments. However, there was a strong sense that the Centre was vital in supporting research collaborations which then enabled high quality research to be produced.
- 1.2. As LSHTM had been a leader in health economics research Council suggested that this be more actively celebrated and communicated to wider audiences by the Centre.

**2. INTRODUCTION**

- 2.1. **Welcome & Introduction**
- 2.2. **Declarations of Interests:** None declared.
- 2.3. **Minutes from the previous meeting**

*Resolved:*

- 2.3.1. Council approved the minutes from the previous meeting held on 25 March 2025.
- 2.4. **Actions taken by the Chair:** None declared.

**3. REPORT FROM THE DIRECTOR**

**3.1. Report from the Director**

*Noted:*

- 3.1.1. The Director outlined LSHTM's current priorities, which included financial sustainability, increased education income, and ensuring research income was secured and costed appropriately.
- 3.1.2. Funding for global public health research had been affected by cuts to the US Federal Aid budget and UK Foreign Aid budget. This had significantly impacted LSHTM's partners who had either had to make drastic cuts or close. The global public health research landscape was therefore going to be very competitive in the future.

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- 3.1.3. LSHTM would be hosting a countering health misinformation conference in September 2025.
- 3.1.4. The recent Immigration White Paper from the UK Government proposed a 6% levy on international student fees and further restrictions on the length of stay in the UK permitted after graduation. These measures were considered extremely disappointing for LSHTM and the UK Higher Education (HE) sector as a whole.
- 3.1.5. Concerns about public health had been raised by LSHTM's staff and student community over the humanitarian crisis in Gaza. The Director had written to the UK Secretary of State for Foreign and Commonwealth Affairs to outline their personal concerns from a public health perspective. This was not institutional response.
- 3.1.6. Interviews for The Gambia Unit Director post would be taking place in July 2025.

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

*Noted:*

- 4.1. Council commended the report on the SRC's key achievements over the past academic year. Council noted the recommendations made and invited the Executive Team and other appropriate fora to consider these further.
- 4.2. The SRC President hoped that joint events between Council and the student community could continue, e.g. informal lunches and Q&A sessions at the Council away day.
- 4.3. Council queried what more it could do to help the SRC President fulfil their responsibilities and their role on Council.
- 4.4. It was reported that it was difficult to settle into the role of SRC President Council member, particularly when their tenure is less than a year and the Council year is already underway when they take up the role. The SRC President noted it was useful to have induction sessions prior to their first Council meeting and that it may be useful to invite an Independent Member of Council to the Governance induction session in the future. There was also support for the SRC President having an Independent Member of Council "buddy" during their tenure, as was provided to the current SRC President, but that it would be useful for this to be arranged as soon as the new President was elected.

**5. FINANCIAL SUSTAINABILITY**

**5.1. Budget 2025/26**

*Resolved:*

- 5.1.1. Council approved the proposed budget for the academic year 2025/26.

**6. REPORTS FOR DISCUSSION**

**6.1. Strategy Implementation**

*Noted:*

- 6.1.1. Within the Education Strategy there had been a strong focus on developing new education income opportunities.

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- 6.1.2. Initial data available from the recent Postgraduate Taught Experience Survey (PTES) were encouraging, with improvements in student satisfaction scores in relation to timeliness of assessment results.
- 6.1.3. Within the People & Culture Strategy, LSHTM was on track to submit its application for the Race Equality Charter.
- 6.1.4. LSHTM hosted an all-staff meeting in June 2025 which focused on People & Culture-related topics, such as LSHTM's employment model.
- 6.1.5. Council commended the successful transition to a new HR & Payroll system.
- 6.1.6. The opening of the Education Centre at Tavistock Place had been delayed and would be open to students in 2026.

**6.2. Research Strategy Update**

*Noted:*

- 6.2.1. The Research Strategy was at the half-way point and five of the ten original workstreams had been moved into business as usual.
- 6.2.2. The next Research Excellence Framework (REF) submission was due in 2028, and LSHTM's planning for the submission was going well. An internal REF Advisory Group was due to be set up shortly.
- 6.2.3. An exercise to identify LSHTM's key research strengths demonstrated that diversity was a key asset of the research portfolio.
- 6.2.4. There had been some delays to the Clinical Trials Workstream of the Research Strategy due to key staff absences.
- 6.2.5. A new Dean of the Doctoral College would be taking up their post imminently.
- 6.2.6. A Partnerships Committee would be established to bring together partnerships from both research and education.
- 6.2.7. Council commended LSHTM on successfully obtaining four prestigious Wellcome Discovery Awards which reflected the high quality and diverse research LSHTM produced.
- 6.2.8. The Pro-Director of Research also commended the Strategic Research Office and other professional service colleagues who had been instrumental in delivering the Research Strategy objectives.

**7. ITEMS FOR APPROVAL**

**7.1. Students' Representative Council Constitution**

*Resolved:*

- 7.1.1. Council approved the updated Students' Representative Council Constitution.

**8. REPORTS FROM COMMITTEES**

**8.1. Uganda Unit Committee**

*Noted:*

- 8.1.1. Council noted the summary and progress from the Uganda Unit Committee meeting held on 28 May 2025.
- 8.1.2. The committee discussed key staffing changes which included strengthening senior academic appointments and career development and recruiting a new Head of HR.

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8.1.3. Updates were also provided on finance, risk, the Unit's cyber assessment framework, the mid-year review of the MRC's Quinquennial funds and efforts to raise awareness of the revised Anti-Fraud, Bribery and Corruption Policy.

**8.2. The Gambia Unit Committee**

*Noted:*

- 8.2.1. Council noted the summary from The Gambia Unit Committee meeting held on 16 June 2025.
- 8.2.2. Independent Members of both The Gambia Unit and Uganda Unit Committees had exchanged experiences of their respective committees which had proved useful exercise.
- 8.2.3. The committee was receiving more information on Unit activities than it had previously and which had proved useful.
- 8.2.4. It was acknowledged there was still some way to go to ensure reporting arrangements and management information was sufficient for the committee to carry out its oversight and assurance role.

**8.3. Senate**

*Noted:*

- 8.3.1. Council noted the summary from the Senate meeting held on 11 June 2025 and the following reports:
  - Academic Assurance Matrix.
  - Final report of Phase 2 of the Academic Governance Task & Finish Group.

**8.4. Audit & Risk Committee**

*Noted:*

- 8.4.1. Council noted the summary from the Audit & Risk Committee meeting held on 12 June 2025 and the measures taken to ensure that LSHTM had complied with the Office for Students' (OfS, the HE Regulator in England) Conditions of Registration.
- 8.4.2. The committee would be testing the external audit market with a view to going out to tender for a new external audit contract for 2026.
- 8.4.3. The recent internal audit reports on Research Finance showed that LSHTM had compliance inconsistencies that needed to be addressed. The policies in place were appropriate but more work was needed on ensuring compliance with these policies.
- 8.4.4. New risks regarding LSHTM's employment model and public health funding had been added to the Strategic Risk Register.
- 8.4.5. A comprehensive cyber security update had been provided to the committee.
- 8.4.6. Issues around data protection were also discussed at the committee and, while this was a common issue in the HE sector, the committee requested management develop a plan to address the issues raised.
- 8.4.7. The committee received the annual Research Integrity report and the bi-annual Health and Safety report.
- 8.4.8. It was noted that a whistleblowing case had been resolved and a separate complaint received under the policy was redirected as it was not a whistleblowing case.

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8.4.9. The committee had reflected on some recent issues of non-compliance with policies and a need for a framework to ensure that policies were implemented effectively.

**8.5. People, Equality, Diversity & Inclusion Committee**

*Noted:*

8.5.1. Council noted the summary from the People, Equality, Diversity & Inclusion Committee meeting held on 22 May 2025.

**8.6. Finance & Development Committee**

*Noted:*

8.6.1. Council noted the summaries from the Finance & Development Committee meetings held on 01 May 2025 and 05 June 2025, and the latest fundraising update.

8.6.2. The committee had approved the establishment of a Trust Fund for Asbestos Operatives at The Gambia Unit.

*Resolved:*

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

**8.7. Nominations & Governance Committee**

*Noted:*

8.7.1. Council noted the summary from the Nominations & Governance Committee held on 03 June 2025.

*Resolved:*

8.7.2. Council approved the following membership renewals:

- Nazira Amra as Independent Member of Council and member of People, Equality, Diversity & Inclusion Committee for a second term, commencing 01 August 2025.
- Mark Poulton as Independent Member of Council, Chair of the Uganda Unit Committee and member of Audit & Risk Committee for a second term, commencing 10 November 2025.
- Lindsay Northover as Independent Member of Council, Chair of Remuneration Committee, and member of Nominations & Governance and Finance & Development Committees for a second term, commencing 10 November 2025.

8.7.3. Council approved the disbanding of Court while work is underway to develop an alternative LSHTM Ambassadors Scheme.

**9. REPORTS FOR INFORMATION**

*Noted:*

9.1. Council noted the following reports:

- Council and Committees Annual Schedules of Business for 2025/26.
- Council and Committee Dates for 2025/26.
- LSHTM Festival Schedule.

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**10. DATE OF NEXT MEETING:** 29 September 2025 (Away Day and Meeting).