

COUNCIL MINUTES 05 JULY 2022
APPROVED BY COUNCIL ON 27 SEPTEMBER 2022

MEETING OF COUNCIL

Date of meeting: Tuesday 05 July 2022, 14:00 to 16:00
Place of meeting: Hybrid via LSHTM Board Room and 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, Matt Lee, Mishal Khan, Kevin Tetteh and Mike Turner.

Apologies: Annalisa Jenkins and Precious Lunga.

Minutes: Ayisha Govindasamy.

1. INTRODUCTION

1.1. **Actions taken by the Chair:** None

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 meeting held on 30 March 2022.

2. SPOTLIGHT SESSION: Peek

Received: A presentation from Professor Andrew Bastawrous on Peek Vison Ltd and The Peek Vision Foundation.

3. DIRECTOR'S REPORT:

Noted:

3.1. LSHTM's research and opinion pieces on Monkeypox had received good media coverage and members were encouraged to watch LSHTM's information video via YouTube:

<https://www.youtube.com/watch?v=uBi8Zn7Z63o>

3.2. LSHTM continues to reiterate facts in light of false claims made by the non-recognised trade union, IWGB, and at scheduled protests. Unison would be engaging with newly insourced staff as one of LSHTM's recognised trade unions. While IWGB was not a recognised trade union it could make an application to become one in the future. It was also noted that IWGB was not recognised by the Trade Union Congress. IWGB had been engaging with students asking them for support; the SRC President requested guidance from the Executive on what messaging should be provided.

3.3. Recruitment for two new Pro-Directors posts were completed and would be announced to the LSHTM community shortly.

3.4. Recruitment and retention of Professional Service staff was an emerging and high risk for LSHTM. This was not a higher education sector specific issue, but a UK wide one which has been compounded by inflation.

3.5. LSHTM had won a number of awards and accolades e.g., being ranked number 1 for impact in Research Excellence Framework.

3.6. 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.

4. REPORT FROM ELECTED STAFF MEMBERS OF COUNCIL

Noted:

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

COUNCIL MINUTES 05 JULY 2022
APPROVED BY COUNCIL ON 27 SEPTEMBER 2022

5. VISION, VALUES AND STRATEGY DEVELOPMENT

Noted:

- 5.1. An overview of the development process for LSHTM Vision, Values and Strategy was provided and commended by Council in its inclusive and thorough approach.
- 5.2. The Executive Team would be developing a reporting matrix against the strategy and will articulate associated targets and priorities over the next 3 years. Council requested KPIs, and relevant RAG rating against each theme in the strategy.
- 5.3. Council queried how the strategy and values would be embedded into the Units; whether the Units were fully aligned, and where they have autonomy to deviate.
- 5.4. It was noted that all wanted to see the Units thriving as global centres of excellence; the exact model for this is still being developed but the Director was not tied to a specific method on how this would be achieved.

Resolved:

- 5.5. Council approved the proposed Vision, Values and Strategy.

6. COUNCIL EFFECTIVENESS REVIEW

Noted:

- 6.1. Nominations Committee had commissioned the Secretary to Council to carry out a Council Effectiveness Review. The review had been evaluated by Council Committee chairs and then Nominations Committee. The final review was presented to Council, with relevant recommendations.
- 6.2. The review utilised a number of sources which included results of Council/Committee member surveys, feedback from Committee Chairs, analysis of attendance, member diversity and skill matrices, and internal audit report from PwC re LSHTM compliance with the CUC code.

Resolved:

- 6.3. Council approved the recommendations within the Council Effectiveness Review which included:
 - Re-integrating Diversity & Inclusion Committee and People Committee now that the D&I had completed its work in terms of the Independent Review and in light of the need to ensure that EDI was more prominent across all of the work of Council and the School. Comments would be collected from the existing members to help inform implementation.
 - Support for strengthening the student voice and EDI within existing governance structures, including pre meetings with students by a sub set of Council members.
 - Proposals for ensuring that Council had a direct means of assessing the culture at the School on a regular basis.
 - Providing more training and development to members and developing a buddy scheme.
 - Improvements to procedural elements e.g., coversheets, paper pack sizes.

7. REPORTS FROM COMMITTEES

7.1. Finance & Development Committee

Received: Council received a summary of the recent Finance & Development Committee meeting and proposed budget for 2022/23.

Noted:

- 7.1.1. The committee reviewed the business-as-usual budget for 2022/23 in the previous week.
- 7.1.2. Surplus is predicted to be lower than in previous years and this is due to investments made in response to the Independent Review and New Ways of Working, inflation, higher cost of living pay awards for staff.

COUNCIL MINUTES 05 JULY 2022

APPROVED BY COUNCIL ON 27 SEPTEMBER 2022

- 7.1.3. The Finance Director had been tasked with developing a range of mitigating actions should student numbers be lower than expected targets and/or costs increase e.g., Trade Unions renegotiate a higher cost of living pay award.

Resolved:

- 7.1.4. Council approved the proposed budget for 2022/23.

7.2. Audit & Risk Committee

Received: Council received a summary of the recent Audit & Risk Committee meeting and ARC Sub Group, and a report on LSHTM's top strategic risks.

Noted:

- 7.2.1. Cyber risks remained high for LSHTM; there was a need to develop an accurate information asset register, recruit information security officers, and develop a culture where shadow IT is not tolerated. Resources within IT were limited therefore Executive support was needed.

7.3. Nominations Committee

Received: Council received a summary of the recent Nominations Committee meeting which included an update on member recruitment and LSHTM's University Title Application.

Noted:

- 7.3.1. Following a recent recruitment campaign for new Council/committee members, a number of applicants had been shortlisted and would be interviewed over the summer period.
- 7.3.2. LSHTM has been provided with the go-ahead by the Department of Education to apply to the Privy Council for University Title Status. This presented Council with an opportunity to update its charter and remove the Model Statute so that it was up to date with modern HR practices and meets recommendations from the Independent Review.

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 had a detailed discussion on the upcoming staff survey and how it would be a key indicator in measuring success against the new strategy.
- 7.4.2. Council thanked the Chair, Una O'Brien, for her outstanding contribution to Council, Remuneration Committee and People Committee.

7.5. Diversity & Inclusion Committee

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

7.6. Senate

Received: Council received a summary of the recent Senate Committee.

Noted:

- 7.6.1. This academic year a contextual admissions process would be trialled. This would allow Programme Directors to access information from applicants about any areas of disadvantage to help contextualise their application.

COUNCIL MINUTES 05 JULY 2022
APPROVED BY COUNCIL ON 27 SEPTEMBER 2022

8. REPORTS FOR INFORMATION

8.1. Use of the LSHTM Seal

Noted:

8.1.1. Council noted the use of the LSHTM seal.

DATE OF NEXT MEETING: 27 September 2022