

COUNCIL MINUTES 27 SEPTEMBER 2022
APPROVED BY COUNCIL ON 01 DECEMBER 2023

MEETING OF COUNCIL

Date of meeting: Tuesday 27 September 2022, 14:00 to 16:00
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 and Precious Lunga

Apologies: Hitesh Patel, Diana Layfield, Annalisa Jenkins and Mike Turner

Minutes: Ayisha Govindasamy.

1. INTRODUCTION

The Chair welcomed Nazira Amra to Council in her role as independent member of Council.

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 05 July 2022.

2. SPOTLIGHT SESSION:

Received: A presentation from Professor Jan van der Meulen, Dr Kate Walker, Dr Ajay Aggarwal & Professor Kara Hanson on Cancer Services Research at the Clinical Effectiveness Unit.

3. DIRECTOR'S REPORT:

Received: Council received an update on LSHTM's latest events, achievements, and key updates over the past 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. LSHTM has been successful in its application to be recognised as a specialised institution status from Office for students.

3.2. Protocols following the death of Queen Elizabeth the Second had been followed, and communication re related disruption to LSHTM's operations due to the bank holiday had been well communicated to both staff and students.

3.3. LSHTM hosted its annual LSHTM Week, where the community puts on a number of research, education and staff focused events, including a staff picnic.

3.4. LSHTM recently published a report on LSHTM's colonial history; there was a specific session in LSHTM week where the report and findings were discussed. The scope for this report was from LSHTM's establishment to 1960s and work was underway to scope further work on this topic from 1960s to the present day.

3.5. The Pro-Director of EDI joining LSHTM, will be on Executive Team starting 17 October 2022.

3.6. Queen's Platinum Jubilee Student Challenge

3.7. A new staff award scheme has launched which are explicitly linked to LSHTM's values; nominations would be considered, and awards made in December 2022.

3.8. The outcome of LSHTM's REF was positive in financial award from the UK government, although there was a reduction in student numbers for this academic year. Work is underway to identify why student number targets were not met and what measures LSHTM can put in place to avoid this in the future as tuition fee income is a key income stream.

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4. STRATEGY

4.1. Implementation Framework

Noted:

- 4.1.1. Council was presented with a framework on how the newly approved Strategy would be implemented.
- 4.1.2. Each theme (Education, Research, People & Culture) will have two Executive Team members as leads with associated strategy board to help delivery necessary actions/change.

4.2. Size and shape of LSHTM

Resolved:

- 4.2.1. The following targets were proposed by the Executive and endorsed by Council:
 - Increase tuition fee income by 50%; this will enable LSHTM to invest and be in a more financially secure position.
 - Move towards more desirable research funders 10% e.g., those who cover more Indirect costs and have less bureaucratic processing.

4.3. Developing measures of success

Noted:

- 4.3.1. It was proposed that a balance score card be developed to help measure progress against the strategy which would be underpinned by various data dashboards. This approach would allow Council to see the interlinkages and dependences between each area e.g., finance, student numbers research growth.
- 4.3.2. It was confirmed that students would be embedded into both the People & Culture and Education Themes.
- 4.3.3. There were queries as to how to best measure high quality research as Research Excellence Framework was not due to next take place for 7 years.
- 4.3.4. Balancing research activities is a much harder task as many research activities currently take a scattered unfocused bottom-up approach. It would be more sustainable to focus research applications on large scale programmatic funding as these were more stable in terms of funding and offers more training and structure for academics.
- 4.3.5. Ensuring that education activities are research informed is one of LSHTM's USPs.
- 4.3.6. All academic staff are expected to contribute to education activities; 15% of their FTE as part of their internal citizenship.
- 4.3.7. With stretch targets for education income, there will need to be an investment in education resources such as teaching staff and associated estates, IT infrastructure. One of the benefits of more resources for teaching activities is that LSHTM may be able to offer more secure employment contracts and provide a more equitable workload.
- 4.3.8. Modelling on how best to achieve tuition fee increases need to take place e.g., short courses have higher profit margins and could be expanded within the Units, whereas laboratory programmes cost a lot to deliver due to space constraints. Also, summer school programme might be attractive to international students. Upfront investment would be needed over the next year to put enabling structures in place to achieve tuition fee income targets.
- 4.3.9. It was noted that education income was one of the more effective levers LSHTM's has to grow income and have more room to invest. There was a discussion over the disappointing student numbers for the upcoming academic year, and how LSHTM's could utilise its brand more and be more dynamic with its fee setting could be more dynamic. A lessons learnt exercise was underway to review why student number targets this year were not met and what improvements needed to be made to ensure targets are met next year.

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5. REPORTS FROM COMMITTEES

5.1. Nominations Committee

Received: Outcome and recommendations to Council on recent recruitment drive for Council and Committee members, and update against the implementation of recommendations from the Council Effectiveness Review.

Noted:

- 5.1.1. Annalisa Jenkins has indicated her intention to step down from Council and as Chair of Court due to ongoing work commitments.
- 5.1.2. Council & Committee Members were invited to consider whether any candidates from their relevant networks would be suitable to be put forward for remaining vacancies.

Resolved:

- 5.1.3. Council approved the following appointments to Council and it's Committees:
 - Andrew Young as independent co-opted member of Finance & Development Committee
 - Mark Poulton and Lindsay Northover as independent members of Council (subject to meeting with deputy Chair of Council).
- 5.1.4. In response to the Council Effectiveness Review update on recommendations, Council also endorsed the following:
 - All Council members be asked to sit on at least one Council Committee;
 - Council adopt an attendance assumption for members. In essence, this would mean that if a member of Council or a Council Committee sends apologies/or misses a meeting for two or more consecutive meetings this would indicate to the Chair and Secretary to Council that the member may no longer be able to provide the time commitment needed for membership. If three meetings are missed the member would be assumed to have withdrawn from membership.
- 5.1.5. Council approved the updated terms of reference for Remuneration Committee and Nominations Committee.

5.2. Senate

Resolved:

- 5.2.1. Council approved the change to the Student Representation Council constitution to include an additional representative for Equality, Diversity & Inclusion and student welfare.

5.3. Monitoring & Assurance Task & Finish Group

Noted:

- 5.3.1. Council noted the minutes from the most recent Monitoring & Assurance Task & Finish Group and the Independent Review Engagement Plan.

6. REPORTS FOR INFORMATION

Noted:

- 6.1.1. Council noted the use of the LSHTM seal for Consultancy Agreements to support the ongoing Capital Projects.

7. DATE OF NEXT MEETING: 01 December 2022