

# THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

## COUNCIL

6 July 2021

### CONFIRMED MINUTES

A meeting of the Council was held at 15:00 on Tuesday 6 July 2021 by electronic platform.

**Present:** Dr Susan Liautaud (Chair), Ali Nikpay (Vice-Chair), Baroness Shafik (Director) (*except item 12*), Professor Martin Anthony (Vice-Chair of Academic Board), Professor Pauline Barrieu (Academic Board nominee), Alastair Da Costa (Independent Member), Sir David Higgins (Independent Member), John Hughes (Independent Member), Johannes Huth (Independent Member), Helly Mehta (Students' Union nominee), Dr Claudine Provencher (Professional Services Staff member), Professor Terhi Rantanen (Academic Board nominee), Stuart Roden (Independent Member), Elisabeth Stheeman (Independent Member), and Professor Alex Voorhoeve (Academic Board nominee) (*from item 5*).

**Apologies:** Dr Musimbi Kanyoro (Independent Member), Dr Donald Kaberuka (Independent Member), Josie Stephens (General Secretary of the Students' Union).

**In attendance:** Dan Bennett (Interim Head of Directorate), Professor Julia Black (Strategic Director of Innovation), Mike Ferguson (Chief Financial Officer), Professor Dilly Fung (Pro-Director Education), Professor Simon Hix (Pro-Director Research), Louise Nadal (School Secretary), Professor Eric Neumayer (Pro-Director Planning & Resources), Ben Plummer-Powell (Chief Philanthropy and Global Engagement Officer), Professor Charles Stafford (Pro-Director Faculty Development), Paul Sullivan (Interim Head of Strategy Delivery), Dr Andrew Young (Chief Operating Officer), Hilary Hunter (Head of Governance Services, committee secretary) and, Julian Robinson (Director of Estates) (*for items 6 and 7*), Sofia Jabeen (Head of EDI) (*for item 7*) and Professor Wim Van der Stede (incoming Academic Board nominee). [*Except for Professor Wim Van der Stede (for the full item) and Louise Nadal (at the end of the item to record the outcome), no attendees were present for item 12.*]

#### **1. FORMAL BUSINESS**

##### **1.1 DECLARATIONS OF INTEREST**

1.1.1 Concerning the proposed appointments as set out at item 8.2 below. There were no further declarations of interest.

##### **1.2 MINUTES**

**PAPER A**

1.2.1 Council approved the minutes of the meeting held on 11 May 2021.

##### **1.3 MATTERS ARISING**

1.3.1 There were no matters arising to report.

#### **2. DIRECTOR'S REPORT AND LSE 2030 UPDATE**

**PAPER B**

2.1 Council noted the paper and the oral report of the Director, which provided, in particular, an overview of strategic progress and issues, including achievements within the challenging context of the pandemic and planning for 2021/2022.

2.2 Key points of discussion were:

- a) noting that the School had received several representations on political and social questions and that the School did not adopt a formal position on such issues;
- b) feedback on the revised presentation of the LSE 2030 dashboard and that further comments should be provided to the Directorate;
- c) **Restricted and Confidential**;
- d) the School continued to press the Government to allow universities to be responsible for international students' quarantine arrangements (where this was legally required), taking the view that the School was in a much better position to support its students in halls of residence.

### **3. LIFT OUR GAZE: FUTURE WAYS OF WORKING PAPER C**

3.1 Council noted the presentation and paper from the Chief Operating Officer providing an overview of the School's blended working proposal, including the vision to develop a flexible model for the working patterns of our professional services staff whilst enhancing their performance and remaining an employer of choice, the overriding principles (or red lines) and potential challenges.

3.2 Key points of discussion were:

- a) the arrangements would not diminish student contact, but would seek to focus on value and quality while looking to innovate using technology (e.g. for quick answer queries);
- b) the proposals took account of: consultancy review on the optimal use of buildings and space; investment in technology; approaches to maintaining the LSE community; development of policies and procedures;
- c) business needs must remain paramount taking into account equity; and
- d) learning from approaches being adopted by the private sector.

### **4. STUDENT FEE LEVELS 2022 ENTRY PAPER D**

4.1. Council approved the full-time tuition fees and fee amounts for executive MSc programmes to be applied in 2022/23 as set out in the paper.

### **5. FINANCIAL PLAN AND 2021/22 BUDGET PAPER E**

5.1 Council considered the proposed 2021 Financial Plan and 2021/22 operating and capital budgets as set out and, following the recommendation of Finance & Estates Committee at its meeting on 15 June 2021:

- a) approved the 2021 Financial Plan and 2021/22 operating and capital budgets, noting that the release of all additional investments was pending a review in October 2021;
- b) noted that if the situation changed materially over the next few months, a revised Plan would be developed for approval later in the year.

5.2 **Restricted and Confidential.**

### **6. 35 LINCOLN'S INN FIELDS PAPER F** **Restricted and Confidential**

### **7. PRIORITY 3: DEVELOP LSE FOR EVERYONE PAPERS Gi and Gii**

7.1 Council received and discussed papers providing LSE 2030 annual reporting for data and technology, campus and residences, and equity, diversity and inclusion (EDI).

7.2 In discussion Council noted that:

- a) it would be useful for Council to receive an EDI dashboard to better understand performance and targets;
- b) **Restricted and Confidential.**

## **8. GOVERNANCE AND LEGAL**

**8.1 LSE LETS AND LSE ENTERPRISE** **PAPER H**  
**Restricted and Confidential**

**8.2 GOVERNANCE COMMITTEE REPORT** **PAPER I**

8.2.1 Council noted the report of the Governance Committee meeting held on 22 June 2021 and approved the proposals as set out:

- a) proposals for appointments and reappointments to Council committees during 2021/22;
- b) Standing Orders for all Council committees.

*The proposed appointments included John Hughes to Audit Committee, and Pauline Barrieu and Wim Van der Stede to Finance & Estates Committee. They did not participate in decision-making concerning their appointments.*

**8.3 COUNCIL MEMBERSHIP: STUDENTS' UNION NOMINEE** **PAPER J**

8.3.1 Council approved the appointment of the Students' Union nomination for Council membership: Sarah Gerwens from 16 November 2021 – 30 June 2022.

**8.4 REPORT ON STUDENT CASES** **PAPER K**

8.4.1 Council noted the report.

**8.5 SECRETARY'S REPORT** **PAPER L**  
**Restricted and Confidential**

**9. COMMITTEE REPORTS** **PAPER M**

9.1 Council noted the committee reports.

## **10. ANY OTHER BUSINESS**

10.1 Council heard tributes to and gave sincere thanks for the work and contributions to the School of John Hughes and Alex Voorhoeve who were stepping down from their Council roles. Professor Julia Black and Professor Simon Hix were also thanked for their work and contributions before stepping down from their SMC roles. There was no further business.

## **11. DATE OF NEXT MEETING**

11.1 Friday 8 October 2021, Away day.

## **12. EXECUTIVE SESSION**

12.1 A closed session for members.