

THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

COUNCIL

22 February 2022

CONFIRMED MINUTES

A meeting of the Council was held at 15:00 on Tuesday 22 February 2022 by electronic platform (in accordance with article 4.8).

Present: Dr Susan Liautaud (Chair), Ali Nikpay (Vice-Chair and Senior Independent Director), Baroness Shafik (Director)*, Professor Pauline Barrieu (Academic Board nominee), Alastair Da Costa (Independent Member), Sarah Gerwens (Students' Union nominee), Sir David Higgins (Independent Member), Johannes Huth (Independent Member)*, Dr Donald Kaberuka (Independent Member)*, Dr Musimbi Kanyoro (Independent Member), Gavin Patterson (Independent Member), Dr Claudine Provencher (Professional Services Staff nominee), Stuart Roden (Independent Member), Josie Stephens (General Secretary of the Students' Union), and Elisabeth Stheeman (Independent Member) (*from item 5*). (*Until item 7)

Apologies: Professor Martin Anthony (Vice-Chair of Academic Board), Professor Terhi Rantanen (Academic Board nominee), Professor Wim Van der Stede (Academic Board nominee), and (*normally in attendance*) Professor Dilly Fung (Pro-Director Education).

In attendance: Mike Ferguson (Chief Financial Officer), Professor Susana Mourato (Pro-Director Research), Louise Nadal (School Secretary), Professor Eric Neumayer (Pro-Director Planning & Resources), Ben Plummer-Powell (Chief Philanthropy and Global Engagement Officer), Julia Roberts (Head of Directorate and Strategy Delivery), Professor Charles Stafford (Pro-Director Faculty Development), Dr Andrew Young (Chief Operating Officer), Hilary Hunter (Head of Governance Services, committee secretary), and *for item 4* Julian Robinson (Director of Estates) and Ken Kinsella (Director of Capital Development), *for item 5* Sarah Anderson (Director of Corporate Engagement), Sophie Hutchinson (PAGE Operational Director and Director of Alumni & Supporter Engagement) and Helen Jones (Global Director of Development), *for item 6* Laura Dawson (Chief Information Officer), and *for item 7* Fiona Metcalfe (Director of Communications) and Greg Taylor (Head of Public Affairs).

Council paid tribute to Paul Myners, Lord Myners, previously Chair of the Court of Governors and Council, who had recently passed away.

1. PRELIMINARY

1.1 QUORUM

1.1.1 The Chair noted that a quorum of the Council was present and accordingly that the meeting was duly convened.

1.2 DECLARATION OF INTERESTS

1.2.1 The Chair noted there were no conflicts of interest regarding the matters discussed below.

1.3 MINUTES

PAPER A

1.3.1 Council approved the minutes of the meeting held on 23 November 2021.

1.4 MATTERS ARISING

1.4.1 There were no matters arising to report.

2. LSE 2030 REPORTING

2.1 DIRECTOR'S REPORT AND LSE 2030 UPDATE

PAPER B

2.1.1 Council noted the paper and the oral report of the Director, which provided an update on strategic progress and issues, including the School's ongoing response to COVID-19 as well as School and sector updates.

2.1.2 Key points included:

- a) an update on the School's evolving COVID measures;
- b) an update on University and College Union industrial action and that SMC was closely monitoring the situation, seeking to minimise impact on the student experience;
- c) given the likelihood of a Russia and Ukraine conflict, SMC had undertaken a risk assessment of potential exposure, which was found to be low;
- d) improvements to the Student Wellbeing Service had resulted in a reduced waiting list for student counselling;
- e) positive results from the Michaelmas Term Teaching Survey;
- f) work being undertaken to identify and address staff workloads, such as reviewing and deferring projects;
- g) the role of Pro-Director (Education) had been advertised following the announcement that Dilly Fung would be stepping down. This post would be recruited ahead of the Dean of Extended Education in order that the appointee could be involved in the Dean selection process.

2.2 UPDATE ON RESEARCH FOR THE WORLD

PAPER C

2.2.1 Council noted the paper and oral report from the Pro-Director (Research) providing an update on progress against LSE 2030 Strategic Priority 2 - Research for the World, for the academic year 2020-2021, and up to December 2021.

3. FINANCE STRATEGY

3.1 REVISED 2021 FINANCIAL PLAN AND ANNUAL OFS FINANCIAL RETURN

PAPER D

3.1.1 Council noted the paper setting out revisions to the 2021 Financial Plan (previously approved by Council in July 2021), in particular to now take account of borrowing/redevelopment costs and operating revenues/costs related to 35 Lincoln's Inn Fields (35LIF) (subject to Council's separate approval of those proposals – see next item), Glengall Road financial close and 2021 student recruitment. The paper focussed on key changes between the July 2021 Financial Plan and associated projections. There were no proposed changes to the approved 2021/22 operating and capital budgets that were approved in July 2021. Council also noted that the revised Plan provided the basis for the OfS Annual Financial Return (Annex D to the paper). The proposals had been reviewed and recommended by Finance & Estates Committee.

3.1.2 Council approved:

- a) the revised 2021 Financial Plan;
- b) the associated OfS Annual Financial Return.

- 3.2 PRIVATE PLACEMENT AND 35LIF BUSINESS CASE** **PAPER E**
Restricted and Confidential
- 4. 35 LINCOLN’S INN FIELDS: COMPETITION DESIGN BRIEF** **PAPER Eii**
- 4.1. Council noted the report providing an overview of the design brief. The outline proposals had previously been discussed at the 11 January Council briefing session and 25 January Finance & Estates Committee meeting. Council also noted that the full design brief was still being finalised and was due to be released to selected architects on 7 March. Given this timing it was, therefore, proposed that Finance & Estates Committee was given delegated authority to confirm the final brief parameters at its meeting on 22 March.
- 4.2 Council approved:
- a) the outline design brief parameters for 35LIF;
 - b) delegation to Finance & Estates Committee to confirm the final design brief parameters and, if required, approve any final changes to the brief parameters (where they were not considered to be significant changes to those approved by Council).
- 5. CAMPAIGN AND CORPORATE ENGAGEMENT** **PAPER F**
- 5.1 Council noted a paper providing summary background information on the Campaign (Campaign Update, Campaign KPIs and Resourcing) and Corporate Engagement. Council also received and discussed a presentation from the Chief Philanthropy and Global Engagement Officer providing an update on the Campaign, challenges, objectives and delivery.
- 5.2 Council indicated it was supportive of the approach being adopted. It was also noted that there would be c. two informal meetings per year with the Chief Philanthropy and Global Engagement Officer and any members who wished to contribute to thinking on the Campaign
- 6. TECHNOLOGY VISION AND STRATEGY** **PAPER G**
- 6.1 Council noted a paper setting out the LSE Technology Vision and Strategy for 2030 and received and discussed a presentation from the Chief Information Officer, particularly responding to previous feedback from members.
- 6.2 Council indicated it was supportive of the approach being adopted noting in particular the criticality that the Chief Information Officer function shifted from operational to overseeing strategy delivery and maintaining visibility over the resources and standards of the technology teams.
- 6.3 It was also noted that a small group would be established with some Council members, which would be supporting and acting as a critical friend in the execution of the Strategy.
- 7. LIFT OUR GAZE: LEVELLING UP** **PAPER H**
- 7.1 Council received and discussed a presentation from the Director of Communications and the Head of Public Affairs on the Government’s levelling up agenda, considerations for the sector and the School, current School work and future plans.
- 8. GOVERNANCE AND LEGAL**
- 8.1 ARTICLES OF ASSOCIATION AMENDMENTS** **PAPER J**

8.1.1 Council agreed in principle the proposed amendments to the Articles of Association. The amendments would be brought back to Council for formal approval in May, which would be done in General Meeting in accordance with company law requirements. The proposals had been considered and recommended by Governance Committee.

8.2 HEALTH AND SAFETY PAPER K

8.2.1 Council approved the amendments to the Health and Safety Policy as set out in the paper and noted the Health and Safety Annual Report 2020/21.

8.3 SCHOLARSHIP FUND PAPER L
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8.4 RESEARCH CENTRE PAPER M

8.4.1 Following endorsement by Academic Board, Council approved the proposal for the Transition Pathway Initiative (TPI) to become a Research Centre.

8.5 SECRETARY'S REPORT PAPER N

8.5.1 Council noted the report.

9. COMMITTEE REPORTS AND RECOMMENDATIONS

9.1 GLENGALL ROAD UPDATE PAPER O

9.1.1 Council noted the report.

9.2 HONORARY AWARDS COMMITTEE RECOMMENDATIONS PAPER Pi

9.2.1 Council approved the recommendations for the conferral of Honorary Awards as set out in the paper.

9.3 COMMITTEE REPORTS PAPER Pii

9.3.1 Council noted the reports from recent meetings of Audit Committee, Ethics Committee, Finance & Estates Committee, Governance Committee and Academic Board.

9.3.2 Council approved the appointment of Stuart Roden as Chair of Remuneration Committee from 1 August 2022 – 25 March 2024. *(Mr Roden did not participate in this decision-making.)*

9.4 RESEARCH GOVERNANCE ANNUAL REPORT PAPER Q

9.4.1 Council noted the report.

10. BRITISH LIBRARY OF POLITICAL AND ECONOMIC SCIENCE: ANNUAL MEETING OF THE TRUSTEE PAPER BLPES

Council is required to meet annually as the trustee of the British Library of Political and Economic Science (BLPES) and discharged its responsibility under this item.

10.1 Council noted the paper providing the 2020/21 Annual Report of the BLPES.

10.2 Council confirmed it was satisfied that the BLPES fulfils its obligations under the Trust.

11. ANY OTHER BUSINESS

11.1 There was no further business.

12. DATE OF NEXT MEETING

12.1 Tuesday 10 May 2022, 15:00-18:00.