

THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

COUNCIL

5 July 2022

CONFIRMED MINUTES

A meeting of the Council was held at 15:00 on Tuesday 5 July 2022 in hybrid format (in person and by electronic platform).

Present: Dr Susan Liautaud (Chair), Ali Nikpay (Vice-Chair and Senior Independent Director), Baroness Shafik (Director), Professor Martin Anthony (Vice-Chair of Academic Board), 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), Tilly Mason (General Secretary of the Students' Union), Dr Claudine Provencher (Professional Services Staff Nominee), Professor Terhi Rantanen (Academic Board Nominee), Stuart Roden (Independent Member), Elisabeth Stheeman (Independent Member), and Professor Wim Van der Stede (Academic Board Nominee).

Apologies: Gavin Patterson (Independent Member) and (*normally in attendance*) Ben Plummer-Powell (Chief Philanthropy and Global Engagement Officer).

In attendance: Mike Ferguson (Chief Financial Officer), Professor Dilly Fung (Pro-Director Education), Joanne Hay (Deputy Chief Operating Officer), Professor Susana Mourato (Pro-Director Research), Louise Nadal (School Secretary), Professor Eric Neumayer (Pro-Director Planning & Resources), 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 items 6 and 9 as listed under those items.

* were present for decision items for which the meeting was quorate. The running order was revised from the order recorded in the formal agenda and minutes below to accommodate members' availability.

1. PRELIMINARY

The Chair welcomed Tilly Mason to her first meeting as a member of Council.

1.1 DECLARATION OF INTERESTS

1.1.1 The Chair noted items 1.2 and 8.3 concerning the appointment and reappointment of members and that there were no other conflicts of interest regarding the matters discussed below.

1.2 LSESU STUDENT NOMINATION TO COUNCIL

PAPER Jiii

1.2.1 Council approved the Students' Union nomination for Council membership: the reappointment of Sarah Gerwens from 1 July 2022 – 30 June 2023.

1.3 MINUTES

PAPER A

1.3.1 Council approved the minutes of the meeting held on 10 May 2022.

1.4 MATTERS ARISING

1.4.1 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 an update on strategic progress and issues.

2.2 Council also noted:

- a) the National Student Survey (NSS) results were due to be published the following day and would be shared with Council;
- b) concern it was now unlikely that the UK would associate with Horizon Europe and that the drafts of 'Plan B' represented risks to funding and the potential for a 'brain drain' in social sciences, humanities and arts subjects (SHAPE) and discovery led research. The School was working with the Russell Group to advocate for better representation of these areas;
- c) the School was processing a number of student compensation claims following recent industrial action. Claims were being carefully reviewed for the impact on the student to inform decisions, including mitigations put in place by departments;
- d) the School continued to keep the COVID situation under review and would take action where necessary in order to keep the community safe.

3. STUDENT FEES

PAPERS Ci and Cii

3.1 Council noted and discussed the papers including that the proposals reflected the current market value of the programmes, but there was a need to ensure increased availability of scholarships.

3.2 Council approved:

- a) the full time tuition fees and fee amounts for executive MSc programmes to be applied in 2023/24 (*as per Paper Ci*);
- b) the introduction of a three-tiered fee structure for Overseas undergraduate tuition fees and a commensurate increase to the General Course fee from 2023 entry (*as per Paper Cii*).

4. FINANCIAL PLAN AND BUDGET

PAPER D

4.1. Council noted and discussed the paper proposing the 2022 Financial Plan and 2022/23 operating and capital budgets. The proposals had been discussed and recommended by Finance & Estates Committee, supported by Audit Committee, and shared with other Council members through a briefing session.

4.2 Council noted in particular that the impact of inflation was the most significant risk within the current economic environment. This uncertainty has been addressed through assuming a level of inflation on pay and non-pay costs together with revenue increases above normal planning assumptions for the next 2-3 years.

4.3 Council approved:

- a) the 2022 Financial Plan;
- b) the operating and capital budgets for 2022/23;
- c) the Plan as a basis for the OfS Financial Forecast.

5. LSE 2030 REPORTING: EQUITY, DIVERSITY AND INCLUSION (EDI) PAPER E

5.1 Council noted the paper and oral report of the Chief Operating Officer providing a progress update on a number of work areas and activity underway to address specific challenges.

5.2 Key points discussed included:

- a) the action plans for the Athena SWAN and Race Equality Charter would be important in supporting delivery of ongoing improvements in those areas, but also to ensure integration with wider EDI activities and to inform the development of an overarching EDI strategy;
- b) pay equity performance and work, including some improvements in the Gender Pay Gap 2021 report, further work being undertaken to benchmark the School in order to inform future policy review, and assessing the equal pay impact on BAME Professional Services Staff;
- c) concern across the sector regarding the recent letter from the Universities Minister asserting voluntary external assurance schemes were negatively impacting free speech, where it was not clear there was evidence for this. The School was committed to ensuring free speech and did not consider external assurance schemes undermined this, but could provide support for the tackling of important issues.

6. ACCESS AND PARTICIPATION PLAN (APP) PAPER F

Jess Bond, Head of Widening Participation, attended for this item.

6.1 Council noted and discussed the paper, which provided an overview of the Office for Students' (OfS) requirements and a summary of the School's 2023/24 APP Variation Submission. The Variation Submission would be signed off by the Director as OfS Accountable Officer.

6.2 Key points discussed included:

- a) although OfS APP requirements focused on UK undergraduates, that this work fitted within the School's broader strategy of supporting students of all backgrounds to benefit from an LSE education;
- b) work under development to address the new priorities, including a feasibility study on flexible provision options;
- c) using APP evaluation activities to inform wider School learning.

7. LSE 2030 REPORTING: ANNUAL REPORT ON CAMPUS AND RESIDENCES PAPER G

7.1 Council noted the annual report on campus and residences.

7.2 Council congratulated and thanked Facilities staff on their excellent work to support the School through the pandemic.

GENERAL MEETING OF THE COMPANY

This item was approved by Council as Company Members in General Meeting in accordance with the requirements of the Companies Act 2006. Separate meeting minutes are provided which confirm that Council passed a Special Resolution to adopt revised Articles of Association.

8. GOVERNANCE AND LEGAL

8.1 TERMS OF OFFICE PAPER H

8.1.1 Council approved the proposed revisions to Council members' terms of office as set out in the paper.

8.2 ARTICLES OF ASSOCIATION AND STANDING ORDERS PAPER I

8.2.1 Council noted the passing of the Special Resolution in General Meeting to adopt revised Articles of Association.

8.2.2 Council accordingly approved:

- a) the revisions to the Standing Orders as set out at Annex B of the paper;
- b) the withdrawal of the Byelaw related to Article 15.3 of the now superseded Articles of Association (attached at Annex C to the paper);
- c) the submission of a reportable event notification to the OfS concerning the change in legal status to a university, in accordance with regulatory requirements.

8.3 COUNCIL AND COMMITTEE MEMBERSHIP PAPERS Ji and Jii

8.3.1 Council noted Council and committee membership for 2022/23 (*Paper Ji*), and that Dr Kaberuka had confirmed his willingness to be reappointed, which was an outstanding action in the paper.

8.3.2 Council approved:

- a) membership appointment/reappointment and committee composition proposals as set out in Paper Ji;
- b) the appointment of two Academic Board nominations for Council membership as set out in Paper Jii.

8.4 DIRECTORS' AND OFFICERS' INSURANCE COVER PAPER K
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8.5 SECRETARY'S REPORT PAPER L

8.5.1 Council noted the report, including the update on current and recent legal matters.

8.6 COMMITTEE REPORTS PAPER M

8.6.1 Council noted the reports from recent meetings of Audit Committee, Finance and Estates Committee and Academic Board.

9. LIFT OUR GAZE: ENTREPRENEURSHIP PAPER N

The following attended for this item: Julia Black, Strategic Director of Innovation; LJ Silverman, Head of LSE Generate; Leslie Labruto, Head of the Marshall Impact Accelerator; Adam French, of Houghton Street Ventures; Chitraj Singh and April Stevenson, alumni entrepreneurs.

9.1 Council received and discussed a presentation providing an overview of entrepreneurship activity at the School, which included academic activity (through teaching and supporting research commercialisation), the work of LSE Generate (which supported students and alumni build innovative and sustainable businesses), the Marshall Impact Accelerator (which focused on bridging the gap between the School's expertise and providing solutions for the world's most pressing problems), Houghton Street Ventures (which invested in seed stage companies founded by alumni and students) and examples of alumni entrepreneurialism.

10. ANY OTHER BUSINESS

- 10.1 Council heard tributes to and gave sincere thanks for the work and contributions to the School of Alastair Da Costa, Martin Anthony, Claudine Provencher and Terhi Rantanen who were stepping down from their Council roles. Elisabeth Steeman was also thanked for her work and support of student members. There was no further business.

11. DATE OF NEXT MEETING

- 11.1 Awayday 4 October 2022; next formal meeting 22 November 2022, 15:00-18:00.