**THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE**

**COUNCIL**

25 November 2025

**CONFIRMED MINUTES**

A meeting was held on Tuesday 25 November 2025 via Zoom.

**Present:** Dr Susan Liautaud (Chair), Ali Nikpay (Vice-Chair and Senior Independent Director), Sir Masood Ahmed (Independent Member), Dr Julia Biggane (Professional Services Staff nominee), Sonali De Rycker (Independent Member), Professor Francesco Caselli (Vice-Chair of Academic Board), Suchad Chiaranussati (Independent Member), Professor Tamar Gendler (Independent Member), Johannes Huth (Independent Member), Dr Musimbi Kanyoro (Independent Member), Professor David Kershaw (Academic Board nominee) *(for items 1-3)*, Professor Larry Kramer (President & Vice Chancellor), Tito Molokwu (General Secretary of the Students' Union), Saara Parijaat (Students' Union nominee), Gavin Patterson (Independent Member) *(for items 4-10)*, Stuart Roden (Independent Member), Professor Wim Van der Stede (Academic Board nominee), and Dr José Viñals (Independent Member).

**In attendance:** James Aitken (Head of Executive Office and Strategy Delivery), Mike Ferguson (Chief Financial Officer), Professor Emma McCoy (Vice President & Pro-Vice Chancellor (Education)), Professor Susana Mourato (Vice President & Pro-Vice Chancellor (Research)), Elizabeth Messud (General Counsel), Louise Nadal (School Secretary), Professor Eric Neumayer (Vice President & Pro-Vice Chancellor (Planning & Resources)), Ben Plummer-Powell (Chief Philanthropy & Global Engagement Officer), Professor Alex Voorhoeve (Vice President & Pro-Vice Chancellor (Faculty Development)), Dr Andrew Young (Chief Operating Officer), Leila Guerra (Associate Vice President (Education)) *(for item 3)*, Dr Lyndsay Galpin (Governance Officer, acting committee secretary), and Loren Wulfsohn (Governance Consultant, observing).

**Apologies:** Professor Niamh Moloney (Academic Board nominee), Dr Angela Spatharou (Independent Member)

## 1 PRELIMINARY

### 1.1 QUORUM

1.1.1 The Chair noted that a quorum of the Council was present for a meeting permitted in accordance with article 4.5 of School's articles of association 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.

### 1.3 MINUTES OF THE PREVIOUS MEETINGS CL25-26.010

1.3.1 Council approved the minutes of the meetings held on 24 June 2025 and 7 October 2025.

### 1.4 MATTERS ARISING

1.4.1 **Restricted and Confidential**

## 2 PRESIDENT & VICE CHANCELLOR'S REPORT CL25-26.011

**2.1** Council noted and discussed the paper and the oral report of the President & Vice Chancellor (President), which provided an update on School matters, strategic progress and developments, and sector updates. In particular, the President highlighted campus relations matters, fundraising activity, and provided an update on governmental and regulatory changes, including the student fee levy and changes to the Teaching Excellence Framework.

**2.2** A member asked about progress on the implementation of the academic governance review proposals and the Vice Chair of Academic Board (VCAB) reported that work had started but it was a more significant undertaking than initially anticipated. The Chair requested a meeting with the VCAB to discuss the issue.

**3 DEEP DIVE: LIFELONG LEARNING CL25-26.012**

**3.1** Council received a presentation and noted a paper from Leila Guerra, Associate Vice President (Education) (Associate VPE), on the School's lifelong learning strategic plans. Key points included: the external landscape; the School's existing strengths and critical gaps; portfolio development and the School's operational roadmap in this area.

**3.2** In discussion, the following points were raised:

3.2.1 The timeline for the roadmap and what the constraints were for accelerating the timeline. The Associate VPE noted that a lack of physical space, and limited commercial experience within the Executive Education team limited how quickly the School could implement the roadmap. The President also stressed the importance of taking time to build the foundations of the School's lifelong learning offering in order for it to succeed.

3.2.2 The level of faculty buy-in and what incentive structures will be put in place to encourage faculty engagement with lifelong learning. The Associate VPE noted that the majority of faculty that they had met with were keen to engage and that incentive structures would need to consider the need of departments, the School and individual faculty. The Vice President (Faculty Development) also noted constraints on faculty time and was cautious of over-incentivising to the detriment of research. He hoped that lifelong learning commitments would eventually be considered as part of the usual teaching load.

3.2.3 That there were obvious opportunities for disciplines such as Economics and Finance but there were potential opportunities for disciplines not traditionally involved in lifelong learning.

3.2.4 That educational pathways were changing with a shift away from traditional pathways towards continuous learning.

3.2.5 The need for significant marketing investment to promote the LSE brand as a lifelong learning partner, which was already being addressed through a brand review.

**4 FINANCIAL UPDATE AND GOING CONCERN REVIEW CL25-26.013**
**RESTRICTED AND CONFIDENTIAL (4.1-4.4)**

**4.1** Council approved:

a) The preparation of the 2024/25 annual accounts on a 'Going Concern' basis

b) The financial position set out in this paper as a basis for the Office for Students Annual Financial Return and the delegation of authority to the President to sign off this return.

**5 FACULTY PRESENTATION: PROFESSOR JONATHAN BIRCH**

*Secretary's Note: This presentation was postponed as the presenter was unwell.*

## 6 FORMAL BUSINESS: APPROVAL ITEMS

### 6.1 AUDIT COMMITTEE ANNUAL REPORT CL25-26.014

6.1.1 Council noted the 2024/25 Audit Committee Annual Report and the Internal Audit Annual Report.

### 6.2 FINANCIAL STATEMENTS AND LETTER OF REPRESENTATION CL25-26.015

6.2.1 Council approved:

a) the annual financial statements for the School and its associated bodies, including an assessment of the School as a going concern

b) the contents of the Letter of Representation for the external auditors

### 6.3 ANNUAL PREVENT RETURN CL25-26.016

6.3.1 Council noted that the annual Prevent return and declaration for 2024/25 had been reviewed by the School Management Committee and recommended to Council.

6.3.2 Council approved the annual Prevent return and declaration for 2024/25 for submission to the Office for students.

### 6.4 STATEMENT OF SLAVERY AND HUMAN TRAFFICKING CL25-26.017

6.4.1 Council noted that the Statement of Slavery and Human Trafficking had been reviewed by the Modern Slavery Working Group and recommended to Council.

6.4.2 Council approved the Statement on Slavery and Human Trafficking for the Financial Year 2024/25.

### 6.5 CETEx RESEARCH CENTRE PROPOSAL CL25-26.018

6.5.1 Council noted that the proposal to create the Centre for Economic Transition Expertise (CETEx) as a Research Centre within the Global School of Sustainability had been reviewed and endorsed by Academic Board.

6.5.2 Council approved the creation of the Centre for Economic Transition Expertise (CETEx) as a Research Centre within the Global School of Sustainability.

### 6.6 COMMITTEE REPORTS CL25-26.019

6.6.1 Council noted the reports from recent meetings of Audit Committee, Finance and Estates Committee, Governance Committee and Academic Board, as well as the annual report of Remuneration Committee.

6.6.2 Council approved the following recommendations from Governance Committee:

a) the reappointments of Johannes Huth as an Independent Council member from 01 August 2026 – 31 July 2029; Sonali De Rycker as an Independent Council member from 01

January 2026 to 31 December 2028; Sabrina Feng, as an External Member of Audit committee from 01 August 2026 – 31 July 2029[1]

b) the appointments of Eduardo Baistrocchi as an Academic member of the Honorary Awards Committee from 25 November 2025 to 31 July 2028 and Duncan Brown as External member of the Remuneration Committee from 25 November 2025 to 31 July 2028

c) Council committees' terms of reference, including the proposed amendments and Council committee standing orders

d) Council standing orders

e) that no changes should be made to staff membership and the appointment procedure for the Professional Services member of Council

f) the updated Council Effectiveness Review report.

**6.7 FEE CORRECTION CL25-26.020**

6.7.1 Council noted a correction to the add-on fee for the MScs in the Social Policy Department, associated with a trip to Cumberland Lodge, which had been reviewed by the Associate Vice President (Planning and Resources) and recommended to Council.

6.7.2 Council approved the correction to the add-on fee for the MScs in the Social Policy Department, associated with a trip to Cumberland Lodge.

**7 FORMAL BUSINESS ITEMS TO NOTE**

**7.1 ANNUAL QUALITY ASSURANCE REPORT CL25-26.021**

7.1.1 Council noted the report providing a summary of quality assurance and enhancement activity carried out in the 2024/25 academic year. The report, which had been reviewed by Academic Board, was produced for the purpose of providing assurance to Council in relation to its responsibilities for ensuring that academic governance is robust and effective, as part of the Office for Students and Committee of University Chairs requirements.

**8 ANY OTHER BUSINESS**

**8.1** There was no further business.

**9 DATE OF NEXT MEETING**

9.1 24 February 2026

**10 CLOSED SESSION OF COUNCIL**

**10.1** There was a closed session of Council members only.

**10.2** Council noted a paper (CL25-26.022) providing an update on the recruitment process for the new Chair of Council.

[1] *Secretary's note: correction to Sonali De Rycker's term date as approved at meeting on 23 June 2026*