

# THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

## COUNCIL

27 June 2023

### CONFIRMED MINUTES

A meeting of the Council was held at 15:00 on Tuesday 27 June 2023 in person.

**Present:** Dr Susan Liautaud (Chair), Ali Nikpay (Vice-Chair and Senior Independent Director), Sir Masood Ahmed (Independent Member), Professor Pauline Barrieu (Vice-Chair of Academic Board), Dr Julia Biggane (Professional Services Staff nominee), Sonali De Rycker (Independent Member), Sarah Gerwens (Students' Union nominee)\*, Sir David Higgins (Independent Member), Johannes Huth (Independent Member), Professor David Kershaw (Academic Board nominee), Tilly Mason (General Secretary of the Students' Union)\*, Professor Niamh Moloney (Academic Board nominee), Professor Eric Neumayer (Interim President & Vice Chancellor), Gavin Patterson (Independent Member), Stuart Roden (Independent Member), Dr Angela Spatharou (Independent Member), Elisabeth Stheeman (Independent Member), and Professor Wim Van der Stede (Academic Board nominee). (*\*Except item 9*)

**In attendance:** James Aitken (Head of Executive Office and Strategy Delivery), Mike Ferguson (Chief Financial Officer), Joanne Hay (Deputy Chief Operating Officer), Professor Emma McCoy (Vice President & Pro-Vice Chancellor (Education)), Professor Susana Mourato (Vice President & Pro-Vice Chancellor (Research)), Louise Nadal (School Secretary), Ben Plummer-Powell (Chief Philanthropy & Global Engagement Officer), Professor Charles Stafford (Vice President & Pro-Vice Chancellor (Faculty Development)), Dr Andrew Young (Chief Operating Officer), Hilary Hunter (Head of Governance Services, committee secretary), and, for items 3.3-4.2, Julian Robinson (Director of Estates), and for item 9, Indi Seehra (Director of Human Resources). (*No attendees were present for item 9 except as indicated below.*)

**Apologies:** Dr Donald Kaberuka (Independent Member) and Dr Musimbi Kanyoro (Independent Member).

#### **1. PRELIMINARY**

##### **1.1 DECLARATION OF INTERESTS**

1.1.1 In relation to item 6.2 regarding membership re/appointments, for those proposals concerning members. In relation to item 3.6, Professor Wim Van der Stede was a member of the advisory board of Houghton Street Ventures. There were no further declarations of interest.

##### **1.2 MINUTES**

**PAPER A**

1.2.1 Council approved the minutes of the meeting held on 9 May 2023.

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

1.3.1 There were no matters arising to report.

#### **2. PRESIDENT & VICE CHANCELLOR'S REPORT AND LSE 2030 UPDATE**

**PAPER B**

2.1 Council noted the paper and the oral report of the Interim President & Vice Chancellor, which provided an update on strategic progress and sector updates.

- 2.2 Council noted and discussed the School's response to the University and College Union (UCU) led marking and assessment boycott (MAB), which started on 20 April, and was the pressing concern of the School Management Committee.
- 2.3 The School had now put in place exam and assessment contingencies that would operate during and beyond the Summer Term 2023 assessment period, in order to allow students to progress to the next academic year of their programme and graduating finalists who were missing up to two units' worth of marks to receive a provisional degree classification. Their classification would be finalised once any missing marks were received, but in the meantime this approach would allow them to take up graduate employment and further study opportunities. The decision to adopt the contingency measures had been taken with due consideration of the need to protect the academic quality of degrees, with robust safeguards in place and overseen by a working group, whilst minimising the impact of the boycott on students.
- 2.4 **Restricted and Confidential.**
- 2.4 The Interim President & Vice Chancellor provided an overview of his objectives while in post. The School Management Committee would continue to deliver the School's mission and progress towards the strategic objectives. A key focus would be seeking to continually improve the staff experience through a range of activities across the strategic objectives.
- 2.5 Council also noted that the incoming Chief Information Officer (CIO) who was due to start in July would no longer be joining the School due to unforeseen circumstances. However, the interim CIO would remain in role leading the Data and Technology Services division and continuing to make progress towards delivering the Technology Strategy.

### **3. FINANCE & ESTATES COMMITTEE: REPORT AND RECOMMENDATIONS**

*All items below were considered/recommended for approval by Finance & Estates Committee at its meeting on 13 June 2023, except for item 3.1 which was recommended by Academic Planning and Resources Committee.*

- 3.1 FEE LEVELS FOR 2024 ENTRY** **PAPER C**
- 3.1.1 Council approved the full time tuition fees and fee amounts for executive MSc programmes to be applied in 2024/25 as set out in the paper.
- 3.2 2023 FINANCIAL PLAN AND 2023/24 BUDGET** **PAPER D**
- 3.2.1 Council noted the paper setting out: the School's 2023 Financial Plan, financial projections to 2033 and proposed operating and capital budgets for 2023/24 (providing the basis for the 2023 Office for Students (OfS) Annual Financial Forecast return); an outline of how the 2023 Financial Plan supports and enables the delivery of the LSE 2030 strategy and deals with the issues identified in the School's Strategic Risk Register and other sensitivity analyses; a basis for Council to conclude that the School is financially sustainable, financial covenants are met, and therefore that "Going Concern" is an appropriate basis upon which to prepare the 2022/23 annual accounts.
- 3.2.2 Council approved:
- a) the 2023 Financial Plan;
  - b) the operating and capital budgets for 2023/24;
  - c) the Plan as a basis for the OfS Financial Forecast.

**3.3 THE FIROZ LALJI GLOBAL HUB, 35 LINCOLN'S INN FIELDS PAPER E**

- 3.3.1 Council noted and discussed the paper providing the progress report (covering cost, programme and design development), capital budget and business case for the redevelopment of The Firoz Lalji Global Hub (FLGH), 35 Lincoln's Inn Fields.
- 3.3.2 Council noted the potential cost risks at this stage due to the challenging external environment and that the Chair had requested the School Management Committee oversee the delivery of the client brief in order to ensure a world-class facility.
- 3.3.3 Council approved the capital budget and associated business case for the redevelopment of FLGH, 35 Lincoln's Inn Fields.

**3.4 BANKSIDE HALL PAPER F**  
**Restricted and Confidential**

**3.5 PROPERTY MATTER PAPER G**  
**Restricted and Confidential**

**3.6 HOUGHTON STREET VENTURES (HSV) PAPER H**

- 3.6.1 Council approved a proposal for the School to provide a capped matched contribution to Houghton Street Ventures for their funding raised from external investors as set out in the paper.

**4. LSE 2030 REPORTING**

**4.1 RESEARCH FOR THE WORLD: STRATEGIC PLAN PAPER I**

- 4.1.1 Council considered the Research for the World Strategic plan (following the presentation and discussion of the framework at its May meeting).
- 4.1.2 Council discussed: the future focus of the Research Excellence Framework with a greater emphasis on research culture; the critical importance and transformative role of data sciences in order to be leading edge within social sciences; and approaches and timeframes for the School to enable and assess improvements to its impact performance.

- 4.1.3 Council approved the Research for the World Strategic plan.

**4.2 DEVELOP LSE FOR EVERYONE: ANNUAL REPORT ON CAMPUS AND RESIDENCES PAPER J**

- 4.2.1 Council noted the Annual Report on Campus and Residences.

**5. ENHANCING OUR ACADEMIC STAFF EXPERIENCE PROJECT**

- 5.1 Council noted the oral report from the Vice President & Pro-Vice Chancellor (Faculty Development) providing an overview of the outcomes of this project. This covered where the School had been performing well and challenges. The School was adopting a number of approaches to address the issues.
- 5.2 Council noted there would be a future report on the outcomes of an audit of School systems, which was aimed at identifying issues impacting the staff experience.

**6. GOVERNANCE AND LEGAL**

**6.1 SECRETARY'S REPORT**

**PAPER K**

6.1.1 Council noted the report.

**6.2 COMMITTEE REPORTS**

**PAPER Li-iv**

6.2.1 Council noted the reports and approved:

- a) the membership appointment and reappointment proposals as set out in Paper Li and recommended by Governance Committee;
- b) the recommendations for conferral of Honorary Awards as set out in Paper Lii and recommended by Honorary Awards Committee.

**7. ANY OTHER BUSINESS**

7.1 Council heard tributes to and gave sincere thanks to Elisabeth Steeman, Tilly Mason and Sarah Gerwens for their work and contributions to the School. This was their last Council meeting before stepping down.

7.2 There was no further business.

**8. DATE OF NEXT MEETING**

8.1 17 October 2023, Away Day.

**9. CLOSED SESSION**

*This was a closed session for Council members only with the Director of Human Resources in attendance.*

*The Interim President & Vice Chancellor and Chief Operating Officer attended for the initial part of the discussion and then left.*