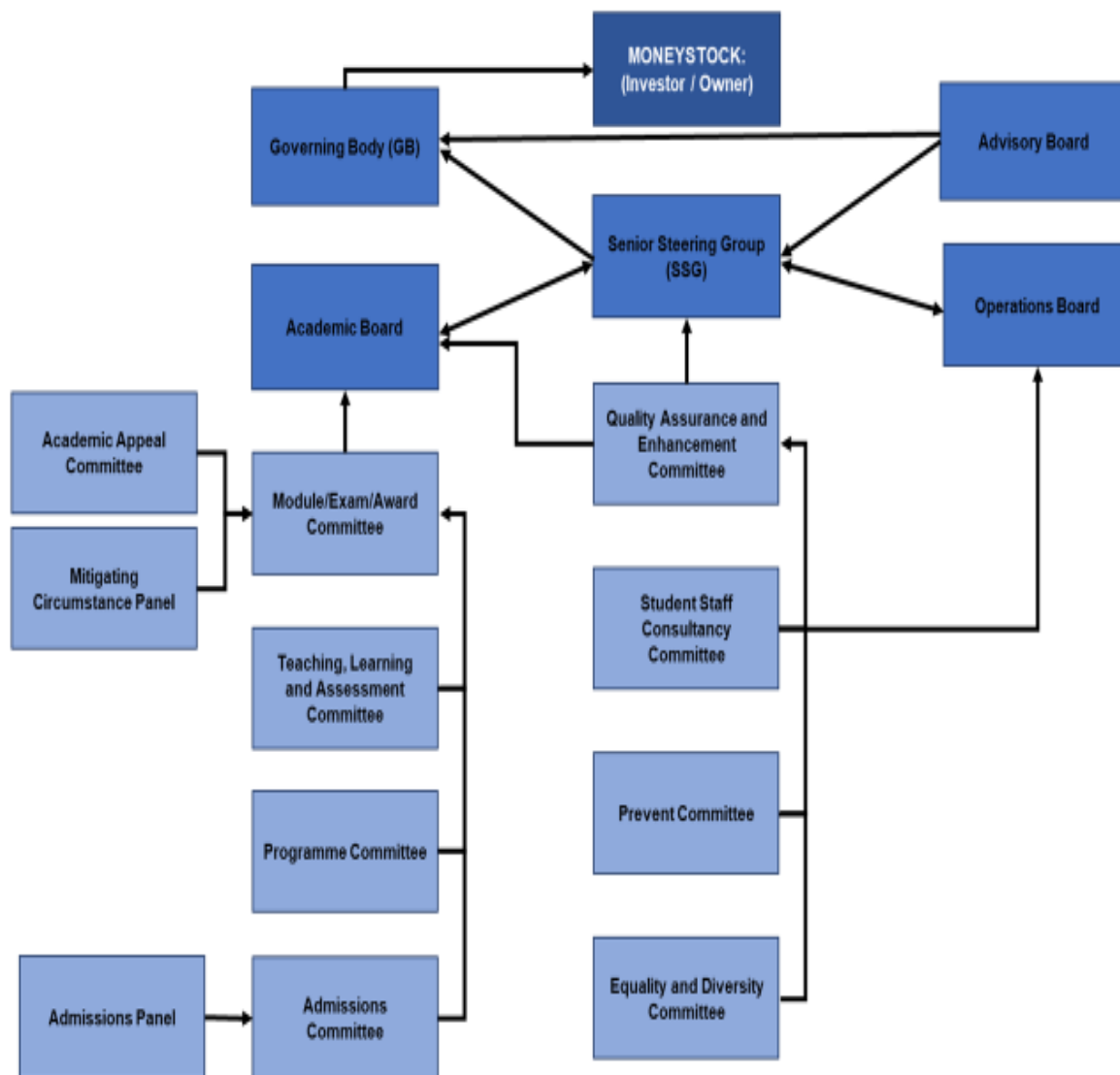


### LCIBS Governance Structure



## Governing Body (GB)

### 1. Purpose

An effective GB provides leadership and effective governance while empowering its executive management team to manage the company's day-to-day activities.

The governing body is the overarching authority within LCIBS, which is responsible for planning, co-ordination, development and supervision of all LCIBS Academic, Operational and Budget activities. It also provides strategic operational direction for LCIBS London and its African Eco Spaces and receives reports on LCIBS activities via its committee structure outlined in the broader LCIBS governance structure.

### 2. Membership

- CEO (Chair) \*
- COO
- 2 x Non-Executive Directors
- 2 x Independent Members from Africa
- Head of Quality, Compliance and Enhancement (Secretary)
- Head of Finance
- Dean
- Head of HR (when requested)

*\*In the event of the CEO role being vacant, the COO will be deemed the interim CEO. In the absence of the CEO, the COO will be the chair.*

*To Note under membership:*

Independent members must be fit and proper persons and not have an employment, business or other material relationship with LCIBS. within the last 3 years; a direct or indirect material financial interest in LCIBS.; or involvement in the daily management functions of LCIBS.

### 3. Terms of Reference

- Responsibility for overall leadership of LCIBS and setting LCIBS values and standards.
- Approval, of LCIBS strategic aims and objectives and long term academic and operational plans. Ensuring all the interests of the Investor is met.
- Approval of annual operating and capital expenditure budgets.
- Monitor and evaluate LCIBS performance against strategy, objectives and business plans.
- Extension of LCIBS activities into new business or geographical locations.
- Ensuring maintenance of internal controls and risk management.
- Approval and monitoring of the policies for appointment, promotion and development of academic staff as well as academic workload distribution.
- Approval and monitoring of the performance management policies and systems for academic staff.
- Oversight of the governance practices of the Sub-Committees.
- Oversight of LCIBS reports from its various internal committees via Senior Steering Group (SSG).

- Provide LCIBS Academic Board with extraordinary items for consideration or action in regard to new courses or programmes it may wish to develop.

#### **4. Terms of delegation**

- The CEO, as head of the institution, has delegated authority for the corporate, regulatory, financial, operational and human resource management of LCIBS, with power to do all things necessary and appropriate for the proper conduct of its business, including the power to delegate to committees and other executives as he/she considers appropriate.
- The Academic Board is delegated with acting as the overarching authority and decision-making body for all matters concerning: academic standards; academic policy; curriculum design and development; the organisation of teaching, assessment and research; and the overall quality of learning opportunities including student welfare.
- The Senior Steering Group (SSG) is delegated authority for LCIBS's overall strategic direction implementation, the business case for academic developments, the monitoring of operating and financial performance, and resource planning and allocation.
- The LCIBS GB has appointed The Head of Quality, Compliance and Enhancement as the 'accountable officer' of the institution.
- GB could mandate and delegate the power to specifically authorise a committee or executive to affect a particular decision or matter as it deems fit.

#### **5. Reporting**

Reports to the Investor/Owner

#### **6. Schedule**

Annually

## Senior Steering Group (SSG)

### 1. Purpose

The LCIBS SSG is the key forum for discussion and decision making about the operational management of LCIBS. It is responsible for providing effective, coordinated and strategically aware leadership of LCIBS's current and future performance.

### 2. Membership

- CEO (Chair)\*
- COO
- Dean
- Head of Quality, Compliance and Enhancement
- Head of Operations Africa
- Head of HR
- Head of Finance
- Head of Marketing
- Director of Business Development
- General Manager UK
- Nominated Secretary
- Lead Student Representative (By invitation)

*\*In the event of the CEO role being vacant, the COO will be deemed the interim CEO. In the absence of the CEO, the COO will be the chair.*

### 3. Terms of Reference

- To develop, monitor and refine LCIBS's strategic approach, including development of the strategic plan and implementation.
- To determine and oversee the processes by which strategic and operational planning is undertaken by other departments; to agree academic, operational and financial targets.
- To develop the annual budget and financial forecasts and recommend these to LCIBS GB.
- To monitor LCIBS's academic, financial and operational performance against agreed objectives, targets and budgets and to take action where there are significant variances.
- To determine the action to be taken by LCIBS in response to external opportunities and initiatives.
- To consider, record and address the potential equal opportunity impacts of decisions made by the other Committees (in accordance with the 'due regard' provisions of the Equality Act 2010).
- To consider reports from the LCIBS's other committees and sub committees.
- To consider and advise on any other matters as may be referred to it from other committees or LCIBS GB.

### 4. Reporting

Reports to Governing Body

### 5. Schedule

Monthly

## Operations Board

### 1. Purpose

To monitor and report on LCIBS's: health and safety functions, general operations, finances (including procurement and cashflow), human resource management, student recruitment cycles, sales targets and progress thereof, all marketing campaigns and initiatives.

### 2. Membership

- COO (Chair)\*
- General Manager UK
- Head of Operations Africa
- Head of HR
- Head of Finance
- Head of Marketing
- IT and Facilities Manager
- Student Representative (by invitation)

\*In the absence of the COO, the Head of Finance will be the Chair.

### 3. Terms of reference

- To develop, monitor and refine LCIBS's: health and safety policies/processes, marketing and sales strategies and HR functions and responsibilities.
- To agree operational and financial targets relating to facilities, IT, human resources, sales and marketing.
- To produce budgets for each operational department (Facilities, IT, HR and Marketing) for recommendation to SSG.
- To monitor and respond to the LCIBS risk register.

### 4. Sub Panels

#### 4.1 HR Panel

- Monitor staffing, recruitment, promotions and departures
- Production and review of staff handbook
- Monitor and report on staff
  - Grievances
  - Disciplinarys
  - Development and training

#### 4.2 Facilities, IT and Health and Safety Panel

- Produce, monitor and review health and safety policies and processes.
- To ensure that facilities, technology and other business support services operate effectively, allowing high quality delivery.
- To consider reports and information provided by inspectors, audits and other monitoring activities and make recommendations.

#### 4.3 Sales and Marketing Panel

- Agree annual sales targets and monitor progress.

- Develop, monitor and review communication strategies internally and externally.
- Develop, monitor and review website.
- Ensure validity of public facing information.
- Work with admissions panel on student recruitment (events and fairs).
- Production and review of style guide and corporate identity document.
- Crisis communications.

#### **4.4 Risk Register**

- Monitor the LCIBS risk register.
- Ensuring all eco spaces and campuses are included.
- Collating all relevant data from the operations and academic meetings

### **5. Reporting**

Reports to Senior Steering Group.

### **6. Schedule**

Four times a year

## Academic Board

The Academic Board has four sub committees:

- Module/Exam/Awards Committee
- Teaching, Learning and Assessments Committee
- Programme Committee
- Admissions Committee

### 1. Purpose

Academic Board has ultimate responsibility for the standards, quality, compliance and enhancement of academic provision within LCIBS. It is the senior academic committee of LCIBS, with a range of responsibilities relating to the organisation of learning, teaching and assessment, standards, students, courses and advising the Governing Body (GB) on all academic matters.

### 2. Membership

- Dean (Chair)\*
- Associate Dean: Development and Delivery
- Programme Leads
- Head of Quality, Compliance and Enhancement
- Academic Registrar
- Head of Student Experience
- Nominated Secretary
- Assessment and Performance Lead / Officer
- Validation Partner/s

\*In the absence of the Dean, the Associate Dean: Development and Delivery will be the Chair.

### 3. Terms of Reference

- Policy issues relating to the learning, teaching and courses at LCIBS, including criteria for the admission of students.
- Policies and processes for assessment and examination of the academic performance of students.
- All content development and monitoring of the curriculum.
- Academic standards and the approval, monitoring and review of courses.
- The award of, and the procedures for the award of, qualifications.
- Agreements with validating partners and accrediting bodies, including professional institutions and other education providers.
- The overview of all collaborative provisions entered into by LCIBS.
- The procedures for the expulsion of students for academic reasons (such responsibilities shall be subject to the requirements of validating partners and accrediting bodies).
- Considering the development of the academic activities of LCIBS and the resources needed to support them.
- Consider any items in relation to academic matters that may come from the LCIBS GB.
- To provide the LCIBS GB its minutes for information, consideration or action.

- Produce a summative annual monitoring report on the quality and standards of LCIBS.'s academic provision for the consideration of the LCIBS GB and the validating partners.'

#### **4. Reporting**

Reports to Governing Body

#### **5. Schedule**

Three times a year



## Advisory Board

### 1. Purpose

The role of the advisory board is to provide recommendations and advice to LCIBS in the following areas:

- Labour market and associated educational needs of the community.
- Programme requirements to meet the market needs.
- Future trends in fields of speciality.
- Any other matters pertaining to the curriculum, facilities, employment and community relations.

### 2. Membership

- Non - Executive Director (Chair)\*
- Dean
- Associate Dean: Development and Delivery
- Head of Student Experience
- Head of Quality, Compliance and Enhancement
- External Business Advisor UK
- External Business Advisor Ghana
- External Business Advisor Botswana
- External Academic Advisor UK
- External Academic Advisor Ghana
- External Academic Advisor Botswana

\*In the absence of the Non – Executive Director the Dean will be the Chair.

### 3. Terms of reference

- Advise LCIBS in determining the focus and defining the objectives of programmes.
- Advise on specific skills need required in the market as to ensure LCIBS's students are work ready.
- Assist in the evaluation and development of programmes and curriculum in relation to the community, the regional and national requirements (skills shortages) where these apply.
- Advise on the changes in the labour market which will affect graduates.
- Advise on the community reaction to the programmes and any concerns regarding attrition.
- Advise on the requirements of our programmes to meet new developments and unresolved needs in the community.
- Provide consultation when directed by LCIBS, on matters in their field of speciality.
- Help LCIBS maintain and enhance its relationship within the communities it serves.
- Receive reports from students, faculty, administration and committee members on the above-mentioned matters as necessary.



#### **4. Reporting**

Reports to the Senior Steering Group and Governing Body.

#### **5. Schedule –**

Annually

## Module/Exam/Awards Committee

### 1. Purpose

The Governing Body has delegated authority to the Academic Board to:

- Recommend the progression of, and awards to, students;
- Ensure that all students are treated fairly through the application of all its qualifications, examinations and assessments processes;
- Uphold professional standards and integrity in assessment of students;
- Ensure adherence to the quality criteria of the appropriate regulatory authorities and validating partners.

### 2. Membership

- Dean (Chair)\*
- Associate Dean of Development and delivery
- Programme Leads
- Module lecturers (for each module in consideration)
- Head of Quality, Compliance and Enhancement
- External Examiner(s) (has to be present)
- Member from the validating partner/s (has to be present)
- Student Support Lead
- Assessment and Performance Lead / Officer
- Academic Registrar (Secretary)

\*In the absence of the Dean, the Associate Dean: Development and Delivery will be the Chair.

### 3. Terms of reference

- To oversee assessment procedures in all programmes and to maintain standards in assessments.
- To apply assessment regulations for the various programmes.
- To moderate, approve module marks and recommend credit.
- To determine requirements for deferred and referred students.
- To consider recommendations from the Mitigating Circumstance Panel and apply fairly.
- To consider recommendations following investigations done by the Academic Appeal Committee into academic unfair practice/s.
- To consider and recommend formal progression decisions for each student and their continuation or discontinuation on a programme of study.
- Make recommendations to the necessary stakeholders representing the validating partner/s.

### 4. Reporting

Academic Board and Validating Partners.

### 5. Schedule

After every other module.

## Teaching, Learning and Assessments Committee (TLAC)

### 1. Purpose

The Teaching, Learning and Assessment Committee (TLAC) is a subcommittee of the Academic Board and has been granted by the Board the duties of overseeing the teaching and learning strategy for LCIBS. In addition, TLAC is responsible to inform and guide the Academic Board re implementation, recommendation, enhancement and review suggestions of the strategy. The TLAC will also monitor and review assessments undertaken per programme to ensure they are fit for purpose, fair and administered correctly.

### 2. Membership

- Dean (Chair)\*
- Associate Dean: Development and Delivery
- Student Experience Lead
- Programme leaders
- Head of Quality, Compliance and Enhancement
- All Facilitators from the Eco Spaces
- Academic Registrar
- Members of Faculty (if their modules/areas of expertise are being discussed)
- Student Support Lead
- Assessment and Performance Lead / Officer
- Student Representative

\*In the absence of the Dean, the Associate Dean: Development and Delivery will be the Chair

### 3. Terms of reference

- Advise the Academic Board on matters relating to teaching and learning including:
  - The enhancement of, and new directions, in teaching and learning and the adoption of emerging technologies.
  - Evaluation and monitoring processes for quality teaching, learning and assessment.
  - Strategies and services to meet the leading needs of a diverse range of students and different student groups.
  - Strategies to support the interdependence of research and teaching and promote research-led higher education.
- To consider mechanisms to disseminate good practice in learning and teaching across LCIBS and to make recommendations on their implementation.
- Take recommendations from the External Examiner/s reports and incorporate for the purposes of enhancing modules, programmes and assessments.
- Oversee and enhance staff development activities.

### 4. Reporting

Reports to the Academic Board

### 5. Schedule

Meet twice a year

## Programme Committee

### 1. Purpose

The programme committee is a subcommittee for the Academic Board and has been granted by the board the duties of overseeing the day-to-day management of programme provisions and for ensuring effective engagement with students on programme lead matters. The programme committee also supports the Programme leads and Head of Quality, Compliance and Enhancement in the effective management and enhancement of all programme development.

### 2. Membership

- Dean (Chair)\*
- Associate Dean: Development and Delivery
- Head of Quality, Compliance and Enhancement
- Head of Student Experience
- Programme Leads
- Faculty Lectures (as invited)
- Eco Spaces Facilitators (as invited)
- Student Representative
- Student Support Lead
- Assessment and Performance Officer (Secretary)
- Academic Registrar

\*In the absence of the Dean, the Associate Dean: Development and Delivery will be the Chair

### 3. Terms of reference

- To consider the on-going development, content and delivery of all programmes to ensure robust academic quality, standards and the overall student learning experience.
- To ensure that all programmes operate within LCIBS's Teaching, Learning and Assessment Strategy.
- To ensure that LCIBS's programmes operate in accordance with the regulatory framework.
- To monitor and review the programmes twice a year.
- Consider student feedback arising from Student Staff Consultancy Committees, and programme evaluations.
- To report and ensure appropriate actions are taken in light of evaluation feedback.

### 4. Reporting

Teaching, Learning and Assessment Committee, Academic Board.

### 5. Schedule

Meets twice a year

## Admissions Committee

### 1. Purpose

The Admission Committee is a subcommittee for the Academic Board and has been granted by the board the duties of overseeing the development and monitoring of LCIBS's admissions policy, criteria and process. The committee needs to ensure that the admission process is implemented in a fair and in a transparent manner and promotes equality.

### 2. Membership

- Academic Registrar (Chair)\*
- Head of Student Experience
- Associate Dean: Development and Delivery
- Programme lead(s)
- BSc Lecture/s
- Head of Quality, Compliance and Enhancement (if available)

\*In the absence of the Academic Registrar, the Head of Student Experience will be the Chair.

### 3. Terms of reference

- To oversee LCIBS's student recruitment strategy and admissions policy, criteria and process.
- Determine targets for student recruitment per programme.
- Make decisions on entry to programmes via the admissions panel.
- Review RPL and advance standing applications.
- Ensure all admissions processes are fair, transparent and promote equality

### 4. Reporting

Reports to the Academic Board

### 5. Schedule

Meets every month where intakes are applicable and has a twice annual review meeting.

## Quality Assurance and Enhancement Committee

### 1. Purpose

The Quality Assurance and Enhancement Committee (QAEC) is responsible for the academic quality assurance framework as it relates to all types and levels of study within LCIBS. The committee acts as a planning forum for the discussion and promotion of developments in academic quality assurance, whether internally driven or externally indicated.

### 2. Membership

- Head of Quality, Compliance and Enhancement (Chair)\*
- Dean
- Associate Dean: Development and Delivery
- Head of Student Experience
- General Manager UK
- Principles Africa
- Head of Operation Africa
- COO
- Programme Leads
- Student Representative
- Academic Registrar

\*In the absence of the Head of Quality, Compliance and Enhancement, the Head of Student Experience will be the Chair.

### 3. Terms of reference

Oversee delivery of LCIBS's quality assurance framework, including:

#### Assurance and Standards

- Periodic internal reviews.
- Reviews of student services in the context of services' impact on the student experience.
- Internally and externally derived information and data, including student feedback and reviews of academic and student support service provision.
- Systems used by LCIBS for establishing appropriate standards of courses and programmes and the validation of new courses and programmes.

#### Student Engagement

- Ensuring effective developments and arrangements for representation of the individual and collective student voice.

#### Strategic Enhancement

- Disseminating and promoting good practice in quality assurance.
- Arising from its consideration of internal and external data, identify trends and make recommend actions based upon these to enhance and improve LCIBS's teaching, processes and student engagement.



- Overseeing LCIBS's response to consultations, initiatives, and requirements of relevant external bodies, including the Quality Assurance Agency, Office for Students and professional bodies.

#### **4. Reporting**

Reports to the Senior Steering Group and the Academic Board

#### **5. Schedule**

Twice a year



## Student Staff Consultancy Committee

### 1. Purpose

To represent the interests and concerns of the LCIBS student body and to provide recommendations of student issues to the necessary committees.

### 2. Membership

- Head of Quality, Compliance and Enhancement (Chair)\*
- Head of Student Experience
- All student representatives
- Facilitators from Eco Spaces
- Programme Leaders
- Academic Registrar
- General Manager UK
- Africa Principles

\*In the absence of the Head of Quality, Compliance and Enhancement, the Head of Student Experience will be the Chair.

### 3. Terms of reference

- To consider the type, timing and results of student evaluations to be used
- Looking at results from previous years (and any necessary action arising from these) in conjunction with the National Student Survey (NSS) and the Student Satisfaction Survey.
- To consider issues raised by students and/or by the department relating to course content, design and delivery; assessment and feedback; tutorials; timetabling; library; IT and other facilities.
- To be involved in departmental quality assurance procedures including the Annual Review of the Teaching and Learning Strategy, receiving reports from (and reporting to) other relevant departmental committees as appropriate.
- To consider the effectiveness of the departmental personal tutorial support system and other student support systems.

### 4. Reporting

Operations Board, Quality Assurance and Enhancement Committee and Academic Board

### 5. Schedule

Meets four times a year

## Equality and Diversity Committee

### 1. Purpose

The purpose of this committee is to raise awareness of equality and diversity issues. To identify obstacles and problem areas. To identify equality priorities and objectives and propose actions to meet these priorities and monitor progress. Its remit is both staff and students.

### 2. Membership

- Head of HR (Chair)\*
- Head of Quality, Compliance and Enhancement
- Student Services Lead UK
- Head of Student Experience
- General Manager UK
- Africa Principles
- Dean
- Senior Member of Lecturing Staff
- Academic Registrar

\*In the absence of the Head of HR, the Head of Student Experience will be the Chair.

### 3. Terms of reference

- To identify equality priorities and objectives and review progress.
- To propose the development and implementation of equal opportunities initiatives and activities for staff and students in order to help progress and meet LCIBS's equality priorities and objectives.
- To specify and receive monitoring data and regular management reports.
- To review the impact of policies, procedures and processes. Identify where they are falling short of meeting targets or best practice standards and recommend relevant actions.
- To benchmark and become influential equality exemplars in and throughout the sector.
- To promote the involvement of a diverse range of staff and students in LCIBS's life to foster cohesion and eliminate discrimination.
- To promote cooperation within, and between, a diverse range of staff and students.
- To encourage staff and student equality networks and regularly engage representatives on collective views and progress on their actions.
- To engage with other committees as required to ensure relevant equality and diversity matters are on their agenda as required.
- To report annually to the Academic Board and Senior Steering Group on progress, highlighting important issues of particular significance.

### 4. Reporting

Academic Board and Senior Steering Group.

### 5. Schedule

Annually

## Prevent Committee

### 1. Purpose

To monitor the Prevent Policy, procedures and processes and update in line with legislation, guidance and due regard. To conduct an annual, Prevent Risk Assessment and to create and implement a relevant action plan in conjunction with the assessment. To ensure all Prevent Policy, procedures and processes are effective and correctly reported on.

### 2. Membership

- Student Services Lead UK (Prevent Lead) (Chair)\*
- General Manager UK (Deputy Prevent Lead)
- Academic Registrar
- Head of Quality, Compliance and Enhancement
- Student Representative
- Head of Student Experience
- Associate Dean: Development and Delivery

\*In the absence of the Prevent Lead, the Deputy Prevent Lead will be the Chair.

### 3. Terms of reference

- To identify adaptations needed to policy in line with legislative updates.
- To discuss actions that may arise from monitoring data.
- To promote the Prevent Strategy at all levels in LCIBS.
- To identify gaps in training and knowledge among staff members and implement solutions and relevant training.
- To encourage cooperation with external agencies regarding Prevent.
- To report annually on successes, areas for improvement, and cases handled.
- To review impact of policies, procedures and processes, identifying areas for improvement and recommending relevant actions.
- Monitoring events and kept informed of any events that need further research or risk mitigation.
- To be kept up to date with areas of extreme political affiliation or issues.

### 4. Reporting

Reports to the Quality Assurance and Enhancement Committee, with an annual report to Governing Body at end of calendar year.

### 5. Schedule

Twice a year