



LONDON
COLLEGE OF
INTERNATIONAL
BUSINESS
STUDIES



Governance Manual

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Introduction

The Governance Manual reflects the governance structure and the memberships of boards, bodies and committees, which were completed in December 2018 and approved by the Owner of LCIBS as part of the process of registration with the new Office for Students (OfS). The structure is designed both to update the existing governance arrangements and to enable LCIBS to meet the requirements of the Higher Education & Research Act 2017 and the new OfS Regulatory Framework.

Part 1: The Governance Structure of LCIBS

1. The roles and responsibilities of the Boards/Bodies/Committees at LCIBS

- 1.1 The governance structure of LCIBS is supported and permitted by the boards, bodies and committees which meet regularly to consider, discuss and make decisions about the institution's educational and other doings. The boards, bodies and committees bring together staff, students and external members as to ensure they promote agreement and ownership of decision-making. They combine expertise gathered from across the institution, inclusive of external views as to identify good practice and areas for improvement.
- 1.2 The aims of the governance structure and the associated boards, bodies and committees of LCIBS are:
 - i. To secure staff and student participation in the development of LCIBS. strategy and policy.
 - ii. To ensure that staff and students have a voice in LCIBS.'s planned processes.
 - iii. To provide a framework for the implementation and monitoring of the business strategy.
- 1.3 Each board, body and committee have a clear role and terms of reference (ToR), to ensure:
 - It is distinct from other boards/bodies/committees.
 - Its purpose is clear to all members so that they can work jointly to fulfil the board/body/committee's role.
 - Its purpose is clear to the wider staff and student community.
 - A formal decision to achieve a purpose is reached.
 - A board, body or committee should not be created if the role or purpose can be achieved by other means; for example, by one or two individuals working together in workgroups.
- 1.4 Boards, bodies and committees should be productive. The agendas for meetings should directly reflect the board/body/committee's ToR, and discussions should focus on matters which are relevant to the business at hand. The Chair and Secretary are responsible for ensuring that board/body/committee business is appropriately covered at each meeting.
- 1.5 While the board, body and committee structures are essential to LCIBS.'s planned processes, it is recognised that staff and students have many demands at times. As a guide, the recommended maximum time for a board, body or committee meeting is 2 hours. At times it will be necessary to extend this, but no meeting should last longer than 2.5 hours where at all possible.
- 1.6 Guidance for committee Chairs, Secretaries and Members can be found in Part 2 of this Manual.

2. Relationships with validating partner/s

- 2.1 The governance structure of LCIBS is independent of LCIBS.'s validating partner/s, however, the validating partner/s have a number of requirements which LCIBS. is

expected to meet, including the separation of ownership and financial control from academic authority and decision-making. These are reflected in the governance structures. There are also specific areas on which LCIBS is required to report on to its validating partner, notably the provision of an annual report on the quality and standards of academic provision. A representative from the Validation Partner/s attends meetings of the Academic Board.

3. The UK quality code of Higher Education

- 3.1 The Academic Board is responsible for ensuring that LCIBS meets the expectations of the UK Quality Code (UKQC). Other LCIBS bodies may be asked to review aspects of LCIBS's work in the context of particular UKQC expectations, reporting on this to the Academic Board.

4. The LCIBS Governing Body (GB) and delegation to the Academic Board and the Senior Steering Group (SSG)

NB: This section should be read in conjunction with the diagram of the governance structure and the terms of reference (ToR) for LCIBS's boards, bodies and committees which can be found in Part 3 of this Manual.

- 4.1 LCIBS is wholly owned by Moneystock Trading Limited. Moneystock Trading Limited exercises no academic authority or decision-making; rather, these powers are vested in the GB of LCIBS.
- 4.2 During 2018, as part of the process of registration with OfS, the governance arrangements of LCIBS were reviewed and revised as necessary to ensure alignment with the requirements of the new higher education regulatory framework. The ToR of the LCIBS Boards, Bodies and Committees (see Part 3 of this Manual) set out, as Schedule 1. These should be read together with, and are subject to, the Company's Articles of Association and applicable law and regulation. The LCIBS GB considers the ToR to be generally unsuitable for delegation and accordingly the matters set out in Schedule 1 are reserved to the LCIBS GB for decision. This does not limit LCIBS GB's power to specifically authorise a board/body/committee or executive to affect a particular decision or matter.
- 4.3 LCIBS GB comprises of:
The Chief Executive Officer (CEO) of LCIBS. (Chair; ex officio); the Chief Operating Officer (COO), of LCIBS (ex officio); two Independent Members, from Africa appointed by the LCIBS GB; the Head of Finance of LCIBS (ex officio); a minimum of two independent non-executive directors (not being employees of LCIBS) appointed by the Investor/Owner; the Head of Quality, Compliance and Enhancement of LCIBS. There are reporting lines on legal, financial and commercial matters between the LCIBS GB and Moneystock Trading Limited. The terms of delegation of the LCIBS GB is set out to (a) the Academic Board, and (b) CEO
- 4.4 The Academic Board is established as the most senior academic committee of LCIBS GB. Its revised membership and ToR are set out in Part 3 of this Manual as Schedule 1. The Academic Board is charged, subject to the powers of the LCIBS GB, 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 revised ToR of both the LCIBS GB and the Academic Board are explicit that the Academic Board reports to the LCIBS GB on all such matters and, in so doing, is required to assure the LCIBS GB of the standards and quality of LCIBS's provision, and the adequacy and effectiveness of academic governance. The ToR also states that, to ensure an appropriate flow of information between the

LCIBS GB and the Academic Board, the LCIBS GB itself will provide a summary report on its business to each meeting of the Academic Board.

- 4.5 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 LCIBS GB has appointed The Head of Quality, Compliance and Enhancement as the accountable officer of the institution in accordance with the meaning and responsibilities of that position as determined from time to time by the OfS for registered providers of higher education.
- 4.6 In the governance structure, the responsibilities of the Senior Steering Group (SSG) include advising the CEO about LCIBS's overall strategic direction and implementation, the business case for academic developments, the monitoring of operating and financial performance, and resource planning and allocation.

5. Oversight by the LCIBS GB and communications with the Academic Board, the SSG and the Operations Board

5.1 The ToR for the LCIBS GB, the Academic Board, the SSG and the Operations Board, which are set out in Part 3 of this Manual, include a number of procedures which have been designed to ensure an appropriate flow of communication and reporting between these four bodies. Three key examples of these procedures are provided below, underlining the role of the LCIBS GB as the senior authority of the organisation, and its ultimate responsibility for quality and standards.

a. LCIBS GB, Schedule 1 Terms of Delegation, –

'The GB delegates responsibility for maintaining and enhancing academic quality and standards to its Academic Board but requires the Academic Board to provide it at least annually with evidence to assure itself, and to enable it to give assurance as required to external regulators, of the maintenance of academic quality and standards.'

The ToR of the LCIBS GB also state that in the interests of transparency, and to ensure an appropriate flow of information, the LCIBS GB shall provide a summary of its discussions to each meeting of the Academic Board and the SSG.

b. Academic Board, ToR, –

These set out key duties of the Academic Board, while it requires that the Academic Board will 'Provide reports to the LCIBS GB, through a standing item(s) on the agenda of LCIBS GB meetings, to assure the LCIBS GB of the standards and quality of LCIBS.'s provision and the adequacy and effectiveness of academic governance. In addition, the LCIBS GB requires the Academic Board to 'Produce a summative annual monitoring report on the quality and standards of LCIBS.'s provision for the consideration of the LCIBS GB and the validating partners.'

c. SSG: ToR include –

- 'Subject to any general or particular direction that may, from time to time, be given by the LCIBS GB, the SSG is charged by the LCIBS GB with acting as the key forum for discussion and decision-making about the operational management of LCIBS.
- 'In carrying out the above, the SSG is required to assist the CEO and the accountable officer, in advising them in the performance of their duties including:
- 'The development and monitoring of strategy, operational plans, policies, procedures and budgets;

- 'Bringing forward strategic initiatives for consideration by the Academic Board and/or the LCIBS GB.

6. Communications between boards/bodies and committees and other groups

- 6.1 To promote the free flow of information and debate, a Chair of a board, body or committee may recommend or request that a matter discussed by their board/body/committee should also be considered by another board/body/committee.
- 6.2 Chairs can also invite non-members to attend meetings and contribute to discussion of specific items of business. For example, the Chair of a Programme Committee may wish to invite a member of the student support team to attend for discussion of a relevant matter relating to resources.
- 6.3 Outside the formal governance structure, workgroups or teams of staff will meet regularly in order to discuss relevant business. Such meetings are also key forums for communication about institutional issues and developments. To promote the flow of relevant information, remit heads are encouraged to communicate information to relevant board/body/committee Chairs.
- 6.4 With the exception of the Module/Exam/Awards Committee, boards/bodies and committees may appoint workgroups for specific tasks or projects. Before doing so, agreement must be sought from the chair of the relevant 'parent' board/body/committee (i.e. the Academic Board, SSG or Operations Board). A work group will comprise a small number of members of the appointing board/body/committee who are tasked to investigate a specific matter and report back within an agreed timeframe. For example, the Teaching, Learning and Assessment Committee might appoint such groups to undertake work on specific actions in the Teaching and Learning Strategy.
- 6.5 In addition to the boards, bodies and committees described in Part 3 of this Manual, the following panels / committees will also meet as and when required:
- 6.5.1 Mitigating Circumstances Panel (reporting to the Module / Exam / Awards Committee)
 - 6.5.2 Academic Misconduct Panel (reporting to the Module / Exam / Awards Committee)
 - 6.5.3 Academic Appeal Committee (reporting to the Module / Exam / Awards Committee)
 - 6.5.4 Student Staff Consultancy Committee (reporting to the Quality Assurance and Enhancement Committee)
 - 6.5.5 Prevent Committee (reporting to the Quality A and Enhancement Committee)

7. Board, body and committee membership and representation

Please also refer to Part 2 of this Manual.

- 7.1 The membership of boards, bodies and committees has been invented to enable the representation of a range of interests appropriate to each board/body/committee's ToR's.
- 7.2 Chairs and members of boards/bodies/committees are expected to bring their individual experience and expertise to the board/body/committee's work, and to carry out their roles with due regard to the relevant ToR, the LCIBS. Mission, Vision, Strategy, Strategic Pillars and Policies and Procedures.
- 7.3 Ex officio members, whose place on a board/bodies/committee is defined by their role or job function (e.g. Head of Division/Remit, Directors), are expected to represent the interests and concerns of that specific area of LCIBS.'s operations.

7.4 LCIBS takes deliberate steps to promote the active involvement of students in its governance structure. Students are represented on the Teaching, Learning and Assessment Committee, and Programme Committees. The Lead Student Representative may be invited to attend meetings of the SSG as necessary and may also request to attend meetings of this committee when he/she has substantive business to discuss with the committee. Four times a year, the Lead Student Representative and Head of Quality, Compliance and Enhancement and Student Services organise a Staff Student Consultancy Committee at which matters relating to the student experience are discussed. These meetings result in reports to the SSG, with outcomes from discussions feeding into LCIBS's ongoing enhancement activities forming part of the overall Teaching and Learning Strategy.

8. Co-option

8.1 Boards, bodies and committees may temporarily co-opt additional members from other areas of LCIBS when this is relevant and helpful to board/body/committee's business. Co-option may be to attend a single meeting, a specific agenda item of that meeting, or for a series of meetings, so that the co-opted member may contribute to a particular development task/project or initiative.

8.2 Co-opted members are identified for their specialist knowledge of a specific area or to represent an aspect of their role or job function within LCIBS. Their temporary attendance at the meetings of that board/body/committee will end when the specific task/project or initiative has been resolved. Co-opted members may take part in discussions but have no voting rights.

9. Terms of office

9.1 Board, body and committee Chairs and members whose role is determined by their job function (i.e. who are 'ex officio') continue in the role whilst they hold the relevant appointment. Other members serve for a two-year period, with the exception of student members, who serve for 12 months only.

10. Quorum

10.1 The quorum of the LCIBS GB is four members of which one must be a non-executive director.

10.2 The quorum of the Academic Board is the Chair (or his/her Deputy, where relevant) plus at least 50% of the other members.

10.3 The quorum of the SSG is the Chair (or his/her Deputy, where relevant) plus at least 50% of the other members.

10.4 The quorum of the Operations Board is the Chair (or his/her Deputy, where relevant) plus at least 50% of the other members.

10.5 The quorum of the Module/Exam/Awards Committee is the Chair (or his/her Deputy, where relevant) plus the External Examiner/s, the representative from the validating partner/s, plus at least 50% of the other members.

10.5 The quorum of other boards/committees is the Chair (or his/her Deputy, where relevant) plus at least 50% of the other members.

11. Board, body and committee decisions and voting provisions

11.1 It is expected that in an appropriately mutual environment, it should not be necessary for boards/bodies/committees to need to make decisions through voting. Effective chairing and discussion should enable consensus to be reached.

- 11.2 Decisions should normally be agreed by a majority of members present. Where the Chair deems it necessary to take a vote in order to determine the majority, this will be conducted by a show of hands. In the case of a tied vote, the Chair will have a second vote that they can cast.
- 11.3 If a board/committee has any concerns about making a particular decision at a meeting, the decision should be deferred until the Chair has sought advice from either the Chair of the Academic Board (for sub-committees of the Academic Board) or the Chair of the SSG (for sub-committees of the SSG) or the Chair of the Operations Board (for sub-committees of the Operations Board).

12. Chair's action

- 12.1 It is allowable for a Chair to take decisions about board/body/committee business between sittings of the board/body/committee, if the matter concerned cannot wait until the next meeting and/or the Chair deems it unnecessary to convene an Additional/Extraordinary Meeting. This is known as 'Chair's Action'.
- 12.2 Where a decision is taken, or an action is initiated through Chair's Action, this must be formally logged by the board/body/committee secretary on the 'Chair's Action as provided in the minute template. The Chair's Action will be a standing item following the consideration of the minutes of the previous meeting and any matters arising therefrom. This promotes transparency and enables a consistent record is kept

13. Additional/extraordinary meetings

- 13.1 Boards, bodies and committees may schedule additional meetings (known as 'Extraordinary Meetings') if they consider that this will help to facilitate their business for example, to allow time to consider a significant piece of business at a single-item Extraordinary Meeting. The normal rules of quoracy apply in such circumstances. The decision to convene an Extraordinary Meeting can only be taken by the Chair.

14. Calendar of meetings

- 14.1 A calendar of meetings of the LCIBS GB, the Academic Board, SSG and the Operations Board and their sub-committees will be compiled before the start of each academic year and made available to all staff. All meetings will also be scheduled in outlook.

15. Board, body and committee documents and templates

- 15.1 Agendas, prior meeting minutes and supporting documents for board/body/committee meetings will normally be circulated to members no less than 3 working days prior to the meeting.
- 15.2 Agendas for meetings should make the purpose clear of each applicable item which follows the Matters Arising from the previous meeting. Each item should be allocated to an accountable party'
- 15.3 The agenda and meeting minute templates will be available on the LCIBS Shared Drive.
- 15.4. Certain business discussed by a board, body or committee may require that particular members withdraw from the meeting for the discussion of that item; for example, an item on confidential student matters would normally not be discussed in the presence of student representatives. Such items fall into the category of 'Confidential Business' They should be itemised as such on the agenda and described as such in relevant papers and minutes. Confidential

documents should not be circulated to those members who will be asked to leave the meeting when they are discussed.

- 15.5 Guidance will be provided to Chairs and Secretaries concerning the formatting and presentation of agendas and documents for committees, in template format. This will promote consistency across the governance structure. Agendas, documents and minutes will be distributed electronically.
- 15.6. The secretary is responsible for preparing draft minutes of each meeting. The draft minutes should be passed to the Chair within 5 working days of the meeting. Once the Chair has considered the draft minutes, a revised version (the 'unconfirmed minutes') should be circulated to other members by the Secretary. Minutes should normally be circulated to members within 10 working days of the meeting.
- 15.7 Minutes of a meeting are considered 'unconfirmed' until they have been confirmed by the board/body/committee as a correct record at its next meeting, incorporating any agreed amendments.
- 15.8 The purpose of minutes is:
 - 15.8.1 To provide a permanent record of the meeting
 - 15.8.2 To inform members and others of decisions and the reason(s) for them
 - 15.8.3 To assist in ensuring that actions agreed by the board/body/committee are taken
 - 15.8.4 To provide a formal record of key areas of discussion which are in addition to the matters set out in the board/body/committee document being discussed.
- 15.9 Minutes need to be accurate, concise and objective. They need not be a verbatim record. They should not show or imply any personal, political or other bias. The minutes must be explicit, with enough detail to make it clear to the reader what the item was, what the issues were, and what was decided. The language should be clear, free of jargon, and with no unexplained acronyms. Minutes must be clear not only to board/body/committee members but also to other stakeholders not present at the meeting.
- 15.10 The past and conditional tenses and a passive voice should be used. The latter gives a more objective and impartial essence to the minutes and eliminates the need to identify the speaker,

16. Board, body and committee evaluation

- 16.1 The LCIBS GB reserves the right to review and amend its ToR of any of its boards/bodies/committees, from time to time, and will do this at least every 2-3 years. As part of this process, boards, bodies and committees will be invited to undertake a self-evaluation of their effectiveness, using a template designed for this purpose. This will include self-evaluation by board/bodies/committee members of their individual contribution and effectiveness. Recommendations for enhancement will be considered by the LCIBS GB and implemented in a timely manner.

17. Access to and confidentiality of board, body or committee documents

- 17.1 The Freedom of Information Act 2000 (Fol) gives individuals the right to ask to see any information held by LCIBS. Consequently, most board/body/committee documents and minutes would need to be released if requested, unless a specific exemption applies. Even where such an exemption applies, only the information covered by the exemption can be withheld rather than the whole document. As a result, it is not possible to prevent disclosure of an entire set of minutes.

- 17.2 Under the Act, it is not only agendas, documents and minutes which must be released; handwritten notes, e-mails and draft minutes are also covered. It is therefore advisable, as standard practice, to shred all notes, drafts and briefing documents once there is a set of confirmed minutes.
- 17.3 Responses to all FoI requests are administered by the General Manager and so any request should be forwarded to him/her as soon as possible.
- 17.4 Registry and Student Services are responsible for ensuring that LCIBS's data collection processes comply with the Data Protection Act 1998 and General Data Protection Regulation (GDPR). These require that appropriate technical and organisational measures be taken to protect against unauthorised or unlawful processing of personal data. Such unauthorised or unlawful processing of personal data includes publication and disclosure to those who have no reason or purpose to have access to that information.

Part 2:

Guidance for Chairs, Secretaries and Members

Note: In Part 2 of this Manual, unless stated otherwise, the term 'committee' is used generically to refer to any and all bodies/boards within the LCIBS governance structure.

18. Guidance for Chairs

This guidance is envisioned to be a helpful to Chairs when preparing for, conducting and following up LCIBS committee meetings. It is also intended to assist in establishing a way of work for the conduct and recording of committee's business.

Successful committees have efficient Chairs and Secretaries and engaged members.

18.1 Before the first meeting of the year:

- 18.1.1 Be familiar with the committee Terms of Reference (ToR).
- 18.1.2 Meet with the Secretary to ensure you bed down the planning for the year, using the ToR as a frame of reference.
- 18.1.3 Conduct induction sessions with student representatives to explain the work of the committee and how they may participate and add value.
- 18.1.4 Conduct induction sessions with new members to explain the work of the committee and how they may participate and add value.

18.2 Before each meeting:

- 18.2.1 Liaise with the Secretary to ensure that all relevant invitees have been invited to the meeting.
- 18.2.2 Liaise with the Secretary to monitor apologies submitted and take the necessary action if the meeting is not likely to be a quorum.
- 18.2.3 Be familiar with the business and minutes of previous meetings.
- 18.2.4 Liaise with the Secretary to set the agenda. Keep in mind the recommended maximum duration for committee meetings.
NOTE: Try to avoid allowing additional agenda points to be added within the meeting. State clearly on the agenda that any additional items to be added to the agenda needs to be agreed with the Chair in advance.
- 18.2.5 Agenda and associated documents to be distributed at least 3 working days before the meeting.
- 18.2.6 With the Secretary – ensure that committee business is reported to parent/sub-committees and other groups in a timely manner.

18.3 During each meeting:

- 18.3.1 First meeting of the new academic year – note the approved ToR
- 18.3.2 Introduce new members and additional invitees.
- 18.3.3 Ensure that members participating virtually are welcomed and given equal opportunity to participate.
- 18.3.4 Agree the minutes of the previous meeting. (After the meeting, Secretary to produce the final “Confirmed” version of the minutes for the Chair to sign, incorporating agreed amendments.)
- 18.3.5 Where an issue in Matters Arising is covered under a main agenda item, the Chair should move consideration of this to the agenda where possible.
- 18.3.6 Ensure that the meeting adheres to the items on the agenda.
- 18.3.7 Ensure that only business within the ToR is discussed.
- 18.3.8 If the meeting discusses items outside its ToR, inform Secretary if any part of the discussion should be minuted. (TIP: Secretary should have a copy of ToR)
- 18.3.9 Move the agenda along briskly, whilst giving the opportunity for points to be aired and enabling the viewpoints of all members of the committee is to be expressed.
- 18.3.10 Summarise lengthy or complex discussions for members.
- 18.3.11 Confirm action points; assign responsibilities and time scales or deadlines.
- 18.3.12 Clarify the parameters for any Chair’s Actions that may be authorised by the committee members and ensure that they are minuted.
- 18.4 After each meeting:
 - 18.4.1 Review draft (i.e. unconfirmed) minutes, and return them to the Secretary, within 5 working days of receipt.
 - 18.4.2 With the Secretary, ensure unconfirmed minutes are forwarded to all relevant parties and committees / sub committees.
 - 18.4.3 With the Secretary, ensure actions assigned to others not present at the meeting are communicated to the individuals concerned and followed up.
 - 18.4.4 Follow up actions and ensure they are undertaken before the next meeting.
 - 18.4.5 Ensure Chair’s Actions (i.e. actions taken between meetings) are reported at the next meeting, with supporting signed paperwork (where appropriate) forwarded to the Secretary for inclusion in the committee documents.
- 18.5 Final meeting of the year:
 - 18.5.1 Complete the annual committee self-evaluation.
 - 18.5.2 Chair to produce a provisional schedule of business for consideration during the next academic year.

19. Guidance for Secretaries

This guidance is intended to be a helpful reference for committee Secretaries when preparing for, conducting and following up LCIBS committee meetings. It is also intended to assist in establishing a way of work for the conduct and recording of committee’s business.

Successful committees have efficient Chairs and Secretaries and engaged members.

NOTE: For new Secretaries - read through previous minutes, familiarise yourself with ToR and meet with Chair to discuss the work of the committee.

19.1 Before the first meeting of the new year:

19.1.1 Be familiar with the committee's ToR.

19.1.2 Advise members of the dates of committee meetings for the year and schedule/diarise them accordingly. As set out in the Committee Meeting Calendar.

19.1.3 Offer a committee mentor system to student representatives. The student representative should be offered the opportunity to be linked with an established member of the committee who will act as a mentor and provide advice on the context of the committee's business.

19.2 House Keeping arrangements prior to each meeting:

19.2.1 Ensure that the room in which the meeting is due to take place is accessible for the particular needs of all committee members including virtual attendees and make arrangements for equipment where necessary.

19.2.2 On the day of the meeting, ensure the room in which the meeting is to take place is fit for purpose, with appropriate furniture in place etc.

19.2.3 Organise refreshments for lengthier meetings or any involving external visitors.

19.2.4 Ensure visitors receive necessary information in good time (committee documents, information about expenses, directions etc.)

19.3 Before each meeting:

19.3.1 Liaise with the Chair to ensure that all relevant invitees have been invited to the meeting.

19.3.2 Inform the Chair of all apologies received.

19.3.3 Be familiar with the business of previous meetings.

19.3.4 Liaise with the Chair to set the agenda. Keep in mind the recommended maximum duration for committee meetings.

NOTE: Try to avoid allowing additional agenda points to be added within the meeting. State clearly on the agenda that any additional items to be added to the agenda needs to be agreed with the Chair in advance.

19.3.5 Agenda and associated documents to be distributed at least 3 working days before the meeting.

19.3.6 Documents should not be attached to electronic diary invites. (Subsequent deletion of invite removes documents.)

19.3.7 With the Chair – ensure that committee business reaches parent/sub-committees and other groups in a timely manner.

19.3.8 With the Chair – ensure that committee business is reported to parent/sub-committees and other groups in a timely manner.

19.3.9 Prepare unconfirmed minutes with signature space ready for signing off at the next meeting.

19.4 During each meeting:

19.4.1 Ensure Chair amends minutes of last meeting where appropriate. (After the meeting, Secretary to produce the final version of the minutes for the Chair to sign, incorporating agreed amendments, and changes status of minutes from “unconfirmed” to “confirmed”. Amendments are noted in the minutes of the current meeting.)

19.4.2 With the Chair ensure that only business within the ToR is discussed.

NOTE: Keep ToR at hand in the meeting.

19.4.3 If the meeting discusses items outside its ToR, check with the Chair if any part of the discussion should be minuted.

19.4.4 Check with the Chair if you need clarification on anything for your notes.

19.4.5 Ensure the Chair has confirmed action points, those responsible and any deadlines given – if not, ask and note accordingly.

19.4.6 Ensure the outline and reference for any Chair's Actions are clear for the minutes.

19.5 After each meeting:

19.5.1 Immediately after the meeting clarify with the Chair any points you are unsure of.

19.5.2 Prepare draft (i.e. unconfirmed) minutes within 5 working days of the meeting and send to Chair for review.

19.5.3 Within 5 working days of the return of unconfirmed minutes from the Chair, send the unconfirmed minutes to all relevant attendees

i. Ensure unconfirmed minutes are forwarded to any relevant committees or groups referred to in its ToR

ii. Upload unconfirmed minutes to the LCIBS Shared Drive.

19.5.4 File names of minutes should include the title of the committee and the date of the meeting, e.g. Meeting Minutes_Unconfirmed_SSG_010118 for an SSG held on 01 January 2018 (year, month and day including "0"s where appropriate). Re-save after minutes are confirmed.

19.5.5 Ensure actions assigned to others not present at the meeting are communicated to the individuals concerned and followed up.

19.5.6 Follow up on any administration related to visitors.

19.5.7 Ensure Chair's Actions taken are recorded and the supporting documents is noted accordingly.

19.5.8 The Secretary should retain a hard copy file containing the agendas, documents and minutes of all committee meetings for internal regulatory purposes.

19.6 At the end of each academic year:

19.6.1 Meet with the Chair to draw up a list of likely business for the year using its ToR as a guide.

19.6.2 If you cease to be a Secretary to a committee, please ensure that you hand over all files - both paper and electronic - to the new Secretary.

20. Guidance for committee members

There are a number of reasons why you are encouraged to seek membership of a committee:

It allows you to have your say about the operations of LCIBS and/or to represent the views of colleagues in a very practical way.

It contributes to your professional development.

This guidance is intended to be a helpful reference for members when preparing for and participating in LCIBS committee meetings.

An active membership is essential to the effective operation of any committee. The secret to the running a successful committee meeting is good preparation, communication and mutual support.

20.1 Responsibility of Committee Members

- 20.1.1 To provide advice and guidance to the committee drawing on the specialist knowledge and expertise associated with your role, capacity or job function.
- 20.1.2 To consult and represent the views of remit from which you are drawn.
- 20.1.3 To report back outcomes/decisions of discussions to your constituency using whatever forum is appropriate for so doing.
- 20.1.4 To play an active part in the work of the committee.
- 20.1.5 All members are expected to work together to help the overall governance of LCIBS.
- 20.1.6 To be familiar with the committee's ToR and who the other members on your committee are.
- 20.1.7 To attend all meetings as far as possible. Meetings will be scheduled a year in advance and it is the members duty to ensure they check the minutes of any meetings missed.
- 20.1.8 When your absence is unavoidable, to send apologies to the committee Secretary as far in advance as possible.
- 20.1.9 To read documents distributed in advance of the meeting and consult with colleagues where appropriate on any questions or matters you need to bring to the committee.
- 20.1.10 To attend meetings pre-briefed, thus enabling effective and efficient use of time.
- 20.1.11 It is important to note that, whatever the item under discussion, a committee is not empowered to discuss individuals, or individual cases, unless this is explicitly set out in the committee's ToR. LCIBS has a legal obligation to respect an individual's right to confidentiality and privacy.
- 20.1.12 Engage in the committee mentor system to student representatives. The student representative will be offered the opportunity to be linked with an established member of the committee who will act as a mentor and provide advice on the context of the committee's business.

20.2 Before the first meeting of the new year:

- 21.2.1 Be familiar with the committee's ToR.
- 21.2.2 If you are a new member, you should meet with the Chair for an induction session to gain an understanding of the work of the committee and to see how best you can participate and add value in your capacity as a member.

20.3 During each meeting

- 20.3.1 To contribute in discussion and decision-making.
- 20.3.2 To be clear what the committee is being asked to do and your role therein.
- 20.3.3 While the Chair is there to lead the meeting, it is important that you take responsibility for conveying the points you feel are relevant and necessary. Comments should all be addressed to the Chair.
- 20.3.4 Committee members are required to co-operate with the Chair to ensure the fair and effective engagement of business at hand and the observance of the manners of debate; and to enable all members to participate.
- 20.3.5 If the Chair is about to move to the next item and you are not sure of what has been agreed about the item under discussion please ask for clarification.

20.4 After each meeting:

- 20.4.1 Please read the unconfirmed minutes as soon as you receive them. If there are any errors or omissions, please inform the Chair (or Secretary where applicable). Matters of accuracy will be addressed at the next meeting.

20.4.2 Carry out any actions allocated to you within the identified timeframe and ensure feedback is given.

20.5 Additional responsibilities of External Members of Academic Board

20.5.1 To bring an appropriate level of external academic and professional expertise to the deliberations of the Academic Board

20.5.2 To work co-operatively with other Board members in fulfilling the duties of the Academic Board, including the aims and objectives of LCIBS's Strategy.

20.5.3 To reflect on the strategic and operational implications of any and all proposals under consideration

20.5.4 To act impartially, with integrity, and in the best interests of LCIBS always.

Part 3:

The London College of International Business Studies (LCIBS) Governance Structure Overview

The London College of International Business Studies (LCIBS). Governance Structure from 1st December 2018.

LCIBS. is governed by Articles of Association. The following Principles, the Board/Body/Committee's primary responsibilities, ToR, and the associated arrangements set out in this Manual are consistent with those Articles. The Articles contain certain provisions not included in the main body of this Manual, but which nonetheless regulate the conduct of business of the company.

The person of significant influence as stated on the Companies House website is Mr Leo Chetty. He is also the ultimate share holder of Moneystock Trading Limited and Educor Holding Pty Ltd.

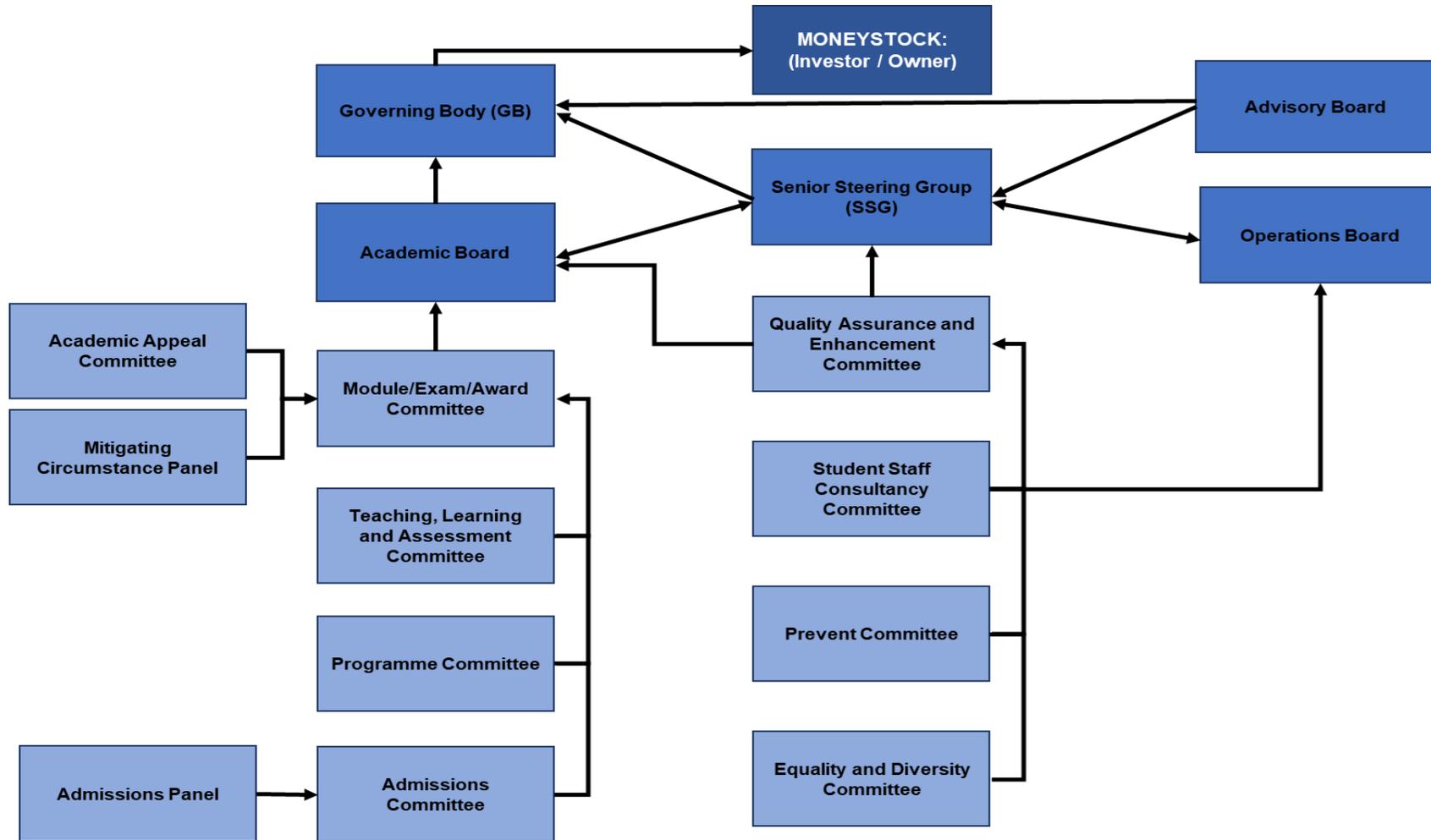
The two directors as stated on Companies House website are referred to in the LCIBS Governance Structure as Non-Executive Directors. They were officially appointed and nominated by the Investor.

LCIBS. benefits from a Deed of Corporate Undertaking from the Investors largest investment, namely Educor Holdings Pty Ltd. Educor Holdings Pty Ltd that provides LCIBS with a financial guarantee for its continued operation.

LCIBS. upholds the public interest governance principles applicable to it under the terms of its registration as a higher education provider with the OfS.

The London College of International Business Studies (LCIBS) Governance Structure Overview

LCIBS Governance Structure



21. LCIBS Governing Body (GB)

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.

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 memberships:

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.

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.

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.

Reporting

Reports to the Investor/Owner

Schedule

Annually

22. LCIBS Senior Steering Group (SSG)

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.

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.*

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.

Reporting

Reports to Governing Body

Schedule

Monthly

23. LCIBS Operations Board

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.

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.

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.

Sub Panels:

HR Panel

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

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.

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.

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

Reporting

Reports to Senior Steering Group.

Schedule

Four times a year

24. LCIBS Academic Board

The Academic Board has four sub committees:

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

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.

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.

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.'

Reporting

Reports to Governing Body

Schedule

Three times a year

25. LCIBS Advisory Board

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.

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.

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.

Reporting

Reports to the Senior Steering Group and Governing Body.

Schedule

Annually

26. LCIBS Module/Exam/Award Committee

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.

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.

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.

Reporting

Academic Board and Validating Partners.

Schedule

After every other module.

27. LCIBS Teaching, Learning and Assessments Committee

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.

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

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.

Reporting

Reports to the Academic Board

Schedule

Meet twice a year

28. LCIBS Programme Committee

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.

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

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.

Reporting

Teaching, Learning and Assessment Committee, Academic Board.

Schedule

Meets twice a year

29. LCIBS Admissions Committee

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.

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.

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

Reporting

Reports to the Academic Board

Schedule

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

30. LCIBS Quality Assurance and Enhancement Committee

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.

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.

Terms of reference

Oversee delivery of LCIBS's quality assurances 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.

Reporting

Reports to the Senior Steering Group and the Academic Board

Schedule

Twice a year

31. LCIBS Student Staff Consultancy Committee

Purpose

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

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.

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.

Reporting

Operations Board, Quality Assurance and Enhancement Committee and Academic Board

Schedule

Meets four times a year

32. LCIBS Equality and Diversity Committee

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.

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.

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.

Reporting

Academic Board and Senior Steering Group.

Schedule

Annually

33. LCIBS Prevent Committee

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.

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.

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.

Reporting

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

Schedule

Twice a year