WIC®
Waltham International College

1.0 Governance and Strategy

1.1. Governance and Management Document

For BOG approval	BOG September 2021
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Reviewed by	Head of HE August 2021

Version Control

Version	Date	Changes Made	Reason	Written/Changed By	Date of Next Review
1	28/09/18	New Document	Document to provide Guidelines on College Governance arrangements	Head of HE	Jul/Aug 19
2	23/01/19	• Review of compliance with OFS Public Interest Governance Principles and Additional Principles • Integration of external reference points • Introduction of the Quality Improvement Plan • Outline of the terms of reference of the quality Improvement Committee	Strengthen governance arrangements Establish independent oversight of Governance of Academic Quality and Standards	Head of HE	Jul/Aug 19
3	01/07/19	Added Prevent and Safeguarding to the role of OMC, reformatted add standing agenda's and report formats	Annual Review of Policies	Head of HE	Jul/Aug 20
4	July 2020	• Streamlined and standardised format of standing agenda items and reports of all Boards, Panels and Committees • Action planning is now a key standing agenda to include new plans and review of old plans • Removed reference to Pearson to a more generic term: awarding bodies/organisations • Removed reference to specific programmes to a more generic reference • Improved formatting • Correction of grammar and spellings where necessary • Clarified membership of SSL committee, which should include all students (not nominated students) • Outlines the minute-taking responsibilities introduced for training purposes • Included the External Advisor to the HE Academic Board as member of the Academic Board • Included reports of the external Advisor to the HE Academic Board • All paragraphs in the main document numbered for easy reference • Incorporated key governance policies under governance instruments to enable the board of Governors to directly oversee these policies	Annual Review of Policies	Head of HE	Jul/Aug 21
5	October 2020	• Further clarified the separation of the FE and HE provisions and their respective terms of reference and responsible committees • Changed some titles to account for changes effective from 1 November 2020	Clarification	Head of HE	Jul/Aug 2021
6	August 2021	• Incorporated changes due to Covid and updated to reflect changing legislation around freedom of speech necessitating a stand alone policy.	Annual Review	Head of HE	Jul/Aug 2022

External Reference Points	3	**P a g e**

The design and content of this document is based entirely on the OFS Standard Public Interest Governance Principles for all registered providers of Higher Education.

It also references the guidelines of the:

- Nolan Principles of Public Governance
- Ofsted Inspection Framework (Guidance effective from September 2019)
- ESFA funding Guidance wherever applicable

Related Policies and Documents

Affects all other policy documents. This document should however be read together with the following documents:

- WIC Policy on Freedom of Speech and Freedom of Expression
- WIC Policy on Academic Freedom
- WIC College Strategic Plan
- Quality Improvement Plan for the HE
- Quality Improvement Process (QIP) for the FE
- WIC Policy Statement on Risk and all associated Risk Management Documents

Contents

Introduction

1.   Waltham International College (The College or WIC) has adopted its articles of association: Companies (Model Articles) Regulations 2008. Under the terms of these articles of association, the Shareholders and Director of WIC agreed to hand the legal responsibilities for the College's governance to a governing body (the Board of Governors or BOG). Under this agreement, BOG is an independent and autonomous body with a fiduciary duty to the directors.

2.   This document provides the governing arrangements at WIC under this agreement. It outlines, in Section 1, the structure, functions, principles and practices of the Board of Governors and in Section 2, those of staff, boards, panels and committees with deliberative responsibilities and leadership and management of the College. Section 3 outlines protocols and instruments for governance and supervision.

3.   Additional details are given in:
   - Appendix 1 - Terms of reference of the Board of Governors
   - Appendix 2 - Job descriptions of key members of staff

Background

4.   The College believes it has a role to play in the economic development of the local Borough of Barking and Dagenham, the surrounding areas, and within Greater London. The director believes that this local area is a high growth area, with skills development as one of its primary objectives. This growth mirrors the trends in several boroughs within Greater London.

5.   Thus, WIC is currently in the high growth stage of its life cycle, in line with the growing trend in the local area and elements of Greater London. At this crucial stage of its growth, WIC is determined to ensure that it demonstrates effective governance in everything it does.

6.   WIC has two provisions: the FE and the HE. These provisions are separately managed and respond to different regulatory and quality assurance requirements. However, they have a symbiotic relationship: applicants who do not meet the full entry requirements on the HE receive referrals to the FE provision for further training. The FE provision also provides additional support needs to HE students in functional skills where they lack. The HE offers natural progression pathways for FE students. The Board of Governors of the College, therefore, have oversight and control of both provisions.

7.   The HE provision also positions itself first to teach Franchised degree programmes and, later, deliver under validation arrangements and eventually award its degrees. These ambitions are in line with current national trends in the HE Sector. The dreams also provide the necessary solidification of pathways that allow students to progress from Level 1 on the FE, leading up to Level 6 on the current HE provisions.

8.   The HE and FE departments respectively is now required to produce and is accountable for a range of data to:

   - The regulatory bodies: Office for Students (OFS) and Department of Education (DfE)

- Funding Bodies: Student Loans Finance (SLC), Education & Skills Funding Agency (ESFA), Greater London Authority (GLA), West Midlands Combined Authority (WMCA)
- Quality and Standards Bodies: Teaching Excellence and Student Outcomes Framework (TESOF), Quality Assurance Agency (QAA), Office for Standards in Education (Ofsted)
- Statistical agencies: HESA, HEAPES and NSS
- Awarding organisations
- Local Area organisations

9.   Standards and Quality on the HE provision are reviewed by QAA using the Quality and Standards Review (QSR) methodology. QSR is based on a new Quality Code introduced in 2019 and is designed for new and existing HE providers to meet the quality expectations as a condition for their registration with OFS. Under QSR, the QAA will evaluate Expectations for Standards and Expectations for Quality.

10.   Under the Expectations for Standards and Quality, the QAA reviews that
- the academic standards of courses taught to meet the requirements of the relevant national qualifications frameworks
- the value of qualifications awarded to students at the point of qualification and over time is in line with sector-recognised standards
- courses are well-designed, provide a high-quality academic experience for all students and enable a student's achievement to be reliably assessed
- from admission through to completion, all students receive the support that they need to succeed in and benefit from higher education

These reviews reference a set of core practices for each of the expectations.

11.   The Department for Education (DfE) regulates the FE sector. Education & Skills Funding Agency (ESFA) is an executive agency of DfE and the primary funder, and it's role is to set financial reporting, audit and assurance requirements, ensure compliance with funding agreements and intervene where there are concerns about corporation financial management and/or college educational quality. WIC also comes under the scope of other funders, such as Greater London Authority (GLA) and West Midlands Combined Authority (WMCA) who conduct performance management reviews on their respective contracts.

12.   Ofsted inspects and reports on the quality of education and training in FE, including how well safeguarding and Prevent obligations are met. During an inspection, following areas receive overall judgements;

- Quality of Education (Intent, Implementation, Impact)
- Behaviour and attitudes
- Personal Development
- Leadership and Management

13.   In July 2019, WIC had a monitoring visit from Ofsted and we were found to be making 'Reasonable Progress'.

14.   The Ofsted report can be viewed at https://reports.ofsted.gov.uk/provider/33/1270871

15.   The FE provision submits Self-Evaluation Reports (SAR), Quality Improvement Process (QIP) and External reports. The FE Curriculum and Quality Panel summarises these reports after deliberations.

Section 1: The Governing Body

Basic Structure of the College

16.   WIC's governance structure ensures that the two provisions remain separate and that each has a level of autonomy to set its policies and make its own decisions. On the HE provision, the Academic Board provides oversight of academic governance. The Curriculum and Quality Panel serves a similar purpose on the FE provision the respective Heads of Provision chair these bodies.

17.   Through the Operations Management Committee (OMC), the Principal ensures the two provisions have and are making optimum use of resources and providing the resources' adequacy. OMC coordinates the functions of the two provisions, ensuring that they are working together towards a common goal.

18.   The Academic Board, FE Curriculum and Quality Panel and OMC make up the leadership and management bodies of the College. Whenever it conducts its meetings, BOG will consider the business and operations of the whole organisation. BOG oversees the activities of Leadership and Management with regular reports outlining how they are implementing the College's strategy and following BOG's strategic direction and objectives. Each committee also reports on progress made with key actions and projects.

Membership of the Board of Governors

19.   By design, the size, composition, diversity, skills mix, and terms of office of the Board of Governors of Waltham International College remain appropriate for the nature, scale, and complexity of the College. For current conditions, the Board of Governors will be composed of the minimum numbers given below:

20.   There will be a minimum of five governors who are independent of the College. Independent member's terms of office are limited to a maximum of three terms of three years or two terms of four years.

21.   Skills mix of independent members include

- At least one member possessing
    - knowledge and understanding of the needs of the local community or businesses
    - a background, experience in and thorough knowledge of government policy or has worked in management or quality assurance in UK HE
    - a background, experience in and thorough knowledge of government policy or has worked in management or quality assurance in UK FE
    - expertise in Finance and Accounts, Audit and Compliance or law

22.   At least one representative from each of the colleges deliberative structures may sit on the Board of Governors. These are presented from the Operations Management Committee (OMC), HE Academic Board and FE Curriculum and Quality Panel.

23.   At least one student on the Board of Governors represents each provision or the appropriate subject area.

Summary of the Responsibilities of the Board of Governors

24.   The Board of Governors is the ultimate authority of the College. It ratifies and approves policies and the college's strategy. However, individual members cannot make decisions or be held accountable for the decisions made in the name of the Board or on its behalf.

25.   The Board of Governors has been assigned legal responsibilities for the governance of the College by the Director. The Board of Governors:

- Maintains oversight of the College to provide the best possible education and educational opportunities for all the students
- Sets the strategic direction for the College
- Takes corporate decisions about the regulatory requirements within the business environment

26.   Under the Ofsted Inspection Framework, Governors:
- provide confident, strategic leadership and create strong accountability for, and oversight and assurance of, educational performance to ensure continuous and sustainable improvement
- understand their role and carry this out effectively, ensuring that the College has a clear vision and strategy and ensure effective management of resources
- ensure that the College fulfils its statutory duties, for example, under the Equality Act 2010, and other duties, for instance, about the 'Prevent' strategy and safeguarding, and promoting the welfare of learners

27.   The Board of Governors holds the college's management structure to account for the quality of education and training and value for money. The BOG therefore plays a strategic role in the running of the College. The part includes overseeing the strategic framework of the college, its aims and objectives, and approving policies and targets for achieving the goals and conducts progress reviews.

28.   BOG acts as a "critical friend" to WIC by monitoring and evaluating what is happening in the college, including checking progress and approving plans. It holds to account all other committees and management. The Board supports the Principal and staff and maintains good relationships with them. The Board provides advice and support. The BOG is also accountable to key stakeholders, including students, for the College's performance.

29.   BOG delegates authority to the Principal, management, and other Boards and committees to conduct the college's day-to-day running. It reviews and approves the constitution, membership, and terms of reference of all Boards and committees: the Academic Board, the FE Curriculum and Quality Panel and their subsidiary Boards, the Operations Management Committee and Panels.

30.   The Board of Governors is responsible for observing the duties set out in the documents the College signs as a condition of receiving public funds. On the HE Provision, the Board of Governors is responsible for the final sign-off of any data reported on behalf of the college and the respective outward-facing reports required before sending the data off. On the FE Provision, the Board of Governors signs off any actions, data and information relating to the areas relevant to the Ofsted inspection. It will perform tests and challenge management to prove how well they show effective leadership and management,

strengthening the quality of teaching, learning and assessment, personal development behaviour and welfare and outcomes for learners.

31.   The Board of Governors oversees any collaborative arrangements-ensuring that the College maintains high ethical and professional standards within such relationships.

32.   The Board of Governors enforces the College's principles of transparency, accountability, continuous improvement, and providing value for money to its students, funding agencies, and all other stakeholders.

33.   It ensures that the leadership and management structure in place provides clarity in job roles and responsibilities and promotes communication, where each member of staff is assigned a specific position. It ensures that clear allocated of duties to eliminate duplication of tasks and thoroughly communicated to remove ambiguity. Incumbents agree and sign for the allocated roles to ensure clear communication and agreement of roles, responsibilities and accountabilities.

34.   The Board of Governors receives reports from leadership and management and panels for scrutiny, discussion, and advice and the approval of strategic decisions and ratification of actions. The reports allow BOG to revise the Strategic Plan and strategic objectives.

Standing Panels

35.   BOG comprises Independent Governors, Internal Representatives and Panels. BOG appoints Panels to act on its behalf to provide independent oversight of the Strategic Plan and strategic objectives of the College. Standing Panels meet regularly to evaluate activities of the College and to produce reports. These reports contain recommendations and action plans, which form part of the standing agenda items for the Board of Governors. Significant actions move to the Quality Improvement Plans (QIP) where necessary.

36.   The three Standing Panels are Audit and Finance, Risk and Compliance and Public Information Panel each are chaired by an Independent Governor.

General Terms of Reference of Standing Panels

37.   Each of the Standing Panels comprises at least three members with a Chair who is Independent and preferably, an expert in the field. The Board of Governors appointed chairs of standing Panels at their first meeting and this will be reviewed annualy in the internal self review. Each Panel will have at least one student member. It may not be possible and therefore not necessary for the student member to be a Governor. Any student representative can serve on a panel.

38.   Thus, panel membership will comprise a minimum of:

- One Independent Governor
- One College representative
- One student

39.   The Audit and Finance Panel advises the Board of Governors on the college's financial matters.

40.   The Risk and Compliance Panel is responsible for evaluating potential risk areas and appropriately advises the Board concerning risk.

41.   The Public Information Panel conducts regular reviews of published information and identifies any issues concerning the information available to students and applicants.

Ad hoc Panels

42.   From time to time when required, the Board of Governors appoints other panels on an ad hoc basis and task them to investigate specific issues and report back to the Board. Members from the Independent Governors will normally chair these. Ad hoc panels will typically be assigned to explore, discuss, and recommend specific issues in their areas and the terms of reference will be agreed on appointment. These panels can include, for example:
- HR issues: Including the appointment of key staff and advice on Pay rates for the senior team and dividends for shareholders
- Business development and strategic partnerships
- Curriculum development

Governance Protocols for all Panels

43.   The Chair of each panel reports formally to the Board of Governors regarding the panel's proceedings at each meeting of the Board of Governors and on how it has discharged its responsibilities. The report should contain recommendations the Panel wishes to make to the Board on any area within its remit and where action or improvement is needed. The Chair of each Panel responds to any questions from other Board members on the Panel activities.

44.   Each Panel advises the Board of Governors on new developments in the market and regulatory and quality assurance.

Frequency of meetings
45.   Standing Panels are scheduled to meet three times per academic year, at least termly, following the published calendar of Board of Governors meetings.

Outputs

- Action plans
- Recommendations
- Reports
- Meeting minutes

Basis of the design of the Governance Structure

46.   Although the following guidance allows the College to meet the OFS expectations on Governance, they apply to governance across both the HE and FE provisions

Compliance with Public Interest Governance Principles

47.   Underlying the governance structure's actual construction is the public interest governance principles specified by the Office for Students. These, and how the design will fulfil them, are discussed in the following paragraphs. Any other Principles required to maintain conditions of registration with funding bodies on the FE provision will also be applicable.

Academic governance

48.   The OFS Guidance Principle on Academic Governance (Principal IV) states that:
"The governing body receives and tests assurance that academic governance is adequate and effective through explicit protocols with the senate/academic board (or equivalent)."

49.   The Board of Governors has delegated responsibilities for the Academic Governance to the Academic Board and the FE Curriculum and Quality Panel for the HE and FE provisions, respectively. These maintain oversight of Academic Standards and Quality as discussed in Section 2. The protocols in place to assure effective governance include regular meetings and reports to the Board of Governors. The Board of Governors receives information from the Academic Board and the FE Curriculum and Quality Panel, which heads of Provision present. It scrutinises the reports and questions any aspect of Academic Governance. The Board of Governors may request the minutes of the Academic Board and the FE at any time and can appoint panels for further clarification on Academic Governance.

Academic Freedom and Freedom of Speech

50.   The College is committed to upholding academic freedom and Freedom of speech for its staff as outlined in the two Public Interest Governance Principles below:

51.   "*I. Academic freedom: Academic staff at an English higher education provider have freedom within the law: o to question and test received wisdom; and o to put forward new ideas and controversial or unpopular opinions without placing themselves in jeopardy of losing their jobs or privileges they may have at the provider"* and

52.   *"VII. Freedom of speech: The governing body takes such steps as are reasonably practicable to ensure that freedom of speech within the law is secured within the provider".*

53.   The policy on Freedom of Speech and Academic Freedom contains this principle to promote the independence of unhindered academic thought and Academic Research. Therefore, academic governance is separate from and independent of overall business management, with the Academic Board and the FE assuming apparent oversight.

54.   The Board of Governors has a policy statement on Freedom of Speech which allows staff and students to express their views freely. Staff do not have to fear being victimised or losing their privileges for exercising this freedom. However, the Board is aware that it should

allow staff and students to exercise this right within the law. They have therefore identified and highlighted within the policy where it overlaps with the Prevent Duty.

Accountability

55.   OFS Guidance Principle on Accountability (Principle II) states:
"*The provider operates openly, honestly, accountably and with integrity and demonstrates the values appropriate to be recognised as an English higher education provider*"
To ensure transparency, accountability, continuous improvement, and value for money, WIC has set up a Governance Structure comprising Standing Panels and committees with specific agreed terms of reference. This structure facilitate openness accountability and integrity with standing agenda items that facilitate accountability.

56.   Governors are collectively responsible for observing the duties set out in the College documents as a condition of receiving public funds. The Board of Governors is responsible for the final sign-off of any data on behalf of the college and the respective outward-facing reports required before sending the data off. However, when deadlines fall outside possible board meetings and if Independent members of the Board of Governors are not available, the Operations Management Committee signs off any such data. It then presents a report to the Board of Governors to ratify such actions at the next Board meeting.

57.   The Board of Governors requires a student at every committee, board, and panel. Students practice the same rights to vote and make decisions as to any other member. Wherever possible, and in some instances when it becomes necessary, Independent members are invited to sit on College Boards and committees, with a similar mandate as for the student representatives.

58.   The structure encourages the College to operate openly, honestly, accountably and with integrity and to demonstrate the values appropriate for an English higher education provider at all levels. The Board of Governors embeds accountability within all the functions of the different levels of management.

Fit and proper

59.   *"Members of the governing body, those with senior management responsibilities, and individuals exercising control or significant influence over the provider, are fit and proper persons."*

60.   Governors further observe the Nolan Principles of Public Governance. The director declares any conflict of interest or partiality in any of their functions within the College. Conflict of interest also refers to instances where Governors have or are likely to have a personal or financial interest in any other institution that is likely to affect their role within the College are required to declare such interest. The Risk and Compliance Panel also investigates, collects, and reports information regarding any conflicts of interest.

Student Engagement

61.   The Board of Governors promotes and has student engagement as a critical aspect of its construction. Students have opportunities to engage with the College's governance through their representation at every committee, board, and panel of the College.

62.   The only exclusions to the requirement for the representation of students on committees, boards and panels are the Assessment and Awards Boards, the Operations Management Committee and Student Management Committee. Meetings of these often deliberate on personal issues concerning other students or members of staff.

63.   The Student body elects members of committees and has the freedom to question, challenge, and positively contribute to its effectiveness. The College considers students as partners in decision-making processes and establishes an environment that provides them with the best learning experience. Involving students on all committees and boards ensures that each committee is accountable to the students.

64.   Student opinion is collected at every meeting as well as at every stage of their learning process. Results of such views are central to all decision-making processes. Students also engage in open discussions with senior staff at the monthly student representative meetings to express their opinions and perspectives on the College's management and how Academic Quality and Standards are maintained. During all its sessions, the Board of Governors reflects on the results of all consultations with students.

Risk management:

65.   The OFS Principles of Public Governance require that:

"The provider operates comprehensive corporate risk management and control arrangements (including for academic risk) to ensure the sustainability of the provider's operations, and its ability to continue to comply with all of its conditions of registration."

66.   The Risk and Compliance Panel ensures the identification, analysis, and contingency arrangements to mitigate against the impact of risks. The Governors maintain a risk policy that outlines the College's approaches to risk and identifies all potential risk areas.

Value for money

67.   The Office for Students requires that:

"The governing body ensures that there are adequate and effective arrangements in place to provide transparency about value for money for all students and (where a provider has access to the student support system or to grant funding) for taxpayers."

68.   The principles and arrangements to maintain value for money apply across both the HE and FE provisions.

69.   The Policy Statement on Value for Money references the National Audit Office, which highlights the need for:
   a. efficiency,
   b. economy,

      c. effectiveness
      d. and prudence

in the administration of public resources, to secure value for public money about the public grant funding received and all funding secured from the taxpayer on behalf of the students.

70.   The Board of Governors has made arrangements for the Audit and Finance Panel to report how and whether the College maintains value for money. The Board has developed a Policy statement on value for money, with guidelines on how it will be measured and published for students and taxpayers

71.   The Board has also made arrangements such as scrutiny and detailed analysis of budgets, variances, and purchases. The Audit and Finance Panel publishes information regarding expenditure, including staff pay and the cost of supporting students. The Panel should make extensive use of indicators to benchmark the College's spending to other similar providers. The Panel should also investigate other measures of ensuring value for money and make proposals to the Board of Governors.

Regularity, propriety, and value for money

72.   *"The governing body ensures that there are adequate and effective arrangements in place to ensure public funds are managed appropriately, in line with the conditions of grant and the principles of regularity, propriety and value for money, and to protect the interests of taxpayers and other stakeholders. This also applies to any funds passed to another entity for the provision of facilities or learning and teaching, or for research to be undertaken."*

73.   Should the College secure access to grants, its Policy Statement on Value for Money allows it to comply with the following principles:

Regularity:

74.   The College will use grant funding only for its intended purposes. Through Risk and Compliance, the College complies with the relevant legislation and has any terms and conditions attached to any funding received. It reports to the Board of Governors all issues that relate to funding received.

Propriety:

75.   The Board of Governors is required to show transparency. Whilst the Risk and compliance Panel monitors and checks on risk, the audit and Finance Panel will publish all information about expenditure. Students and Independent members also play an active role on each of these panels where they have a right to question, challenge and scrutinise all cost relating to public funds

Section 2: College Management Structures

76.   The Board of Governors informs vital decisions of the Academic Board and the FE and Operational Management Committee and, where appropriate, commissions panels to investigate issues and recommend actions to the board. It ensures transparency and has

Independent experts who scrutinise, challenge and take management to account for their decisions and appropriately advise management.

77.   The HE Academic Board and the FE Curriculum and Quality Panel oversee the business of each provision. The Academic Board and the FE Curriculum and Quality Panel have oversight of Academic Governance. Therefore, they are responsible for setting and maintaining Academic and Quality Standards and ensuring curriculum design appropriate for the enhancement of the student experience.

78.   Each provision's structure should primarily facilitate the College's high growth without compromising on Academic Standards and Quality; for example, future growth will depend on introducing new programmes on both provisions.

79.   Therefore, the Board of Governors receives and tests assurance that academic governance is adequate and effective through explicit protocols with the Academic Board and the FE Curriculum and Quality Panel.

80.   Appendix 1 covers the protocols under the terms of reference of the Academic Board and the FE Curriculum and Quality Panel. These meet quarterly or as and when required. The output of their meetings are minutes containing action plans and recommendations for policy changes and other issues such as resourcing of teaching and learning.

81.   Reporting to HE Academic Board is the Academic Management Committee, which oversees the activities of the Programme Boards and attends to student issues regularly. The Registrar chairs the Academic Management Committee. Appendix 1 contains the Terms of reference of the Academic Management Team and Programme Boards.

82.   As the College is on a high growth strategy, the Academic Board and FE Curriculum and Quality Panel will add more Programme Boards and Assessment Boards as and when required. The organisational structure allows for the addition of new programmes without disturbing their basic design or affecting quality. It also allows the addition of provisions where necessary

83.   The Academic Board and the FE Curriculum and Quality Panel maintain oversight of the programmes, set policies, and take the ultimate responsibility to maintain academic standards and quality. The Head of HE and Assistant Principal, Quality, for the HE and FE, respectively, have oversight of academic standards. These Boards are also responsible for the overall performance of the provisions. They monitor and manage student performance, retention and progression for each provision. Therefore, they are responsible for the Assessment Boards. Through Assessment Boards oversee the award of credit, the Academic Board and the FE Curriculum and Quality Panel approve the ordering of certificates.

84.   The Academic Board and the FE Curriculum and Quality Panel are responsible for setting the college's enhancement strategy and the policies and ensuring its successful implementation.

85.   On the HE, the Academic Team is responsible for the operational running of the provisions. It is headed by the Head of HE, with the additional role of overseeing the distribution of resources, for example, setting and managing the effectiveness of timetables, allocating staff, and carefully planning and implementing student support.

86.   Also, on the HE, Programme Leaders chair their Programme Boards. Programme Boards ensure programmes are running smoothly, ensure teachers plan teaching resources and assessment instruments effectively and that these are appropriately applied.

87.   Students attend Student Representative (SR) meetings, which they help to organise, and student representatives chair and take minutes. Having students sitting at the College's committee meetings affords them not just the opportunity to question management decisions. The College considers students as partners in decision-making. Students play an active and decisive role in quality assurance processes. Having students on all committees allows them to specify what they expect from the college, suggest actions for improvements in quality and implementation, and follow up regarding promised activities. Having students attend the SR meetings allows them to sit with staff in a free and relaxed environment to discuss issues on a plan and decide for themselves.

88.   The Operational Management Committee, chaired by the Principal, sets and oversees the overall strategy of the College, and ensures that both provisions have all the resources they require and that their interdependent relationship is working smoothly. It brings together all critical functions of the College, including Human Resource Management, Marketing, Accounting and Finance, IT and student information, and the FE and HE provisions.

89.   The College also maintains other operational boards, panels, and committees. These can also advise the board and are as follows:

- Assessment Boards, which decide on the maintenance of standards and quality in assessments. Assessment Boards are part of the Academic Board and FE Curriculum and Quality Panel

- Student Management Committee oversees the student support arrangements and how these impact attendance, retention, and achievement. This committee uses risk measures to forecast attendance, retention and achievement rates using a traffic light system

- Student recruitment and admissions panel convenes whenever an admissions cycle is complete to establish lessons learnt and advise the Academic Board and FE Curriculum and Quality Panel and recommend changes to information strategy to the Public Information Panel

- Student induction panel. This Panel also reports to the Academic Board and FE Curriculum and Quality Panel and advises the Public Information Panel on the use and effectiveness of information given to students on induction

- FE and HE are each responsable produce reports to OFS and Funding Bodies. They report to the Board of Governors through the Standing Panels and the Academic Board, the FE Curriculum and Quality Panel and OMC as appropriate.

Section 3: Governance and Management Elements

Deliberative Bodies and their Protocols

90.   Boards, Committees and Panels are the deliberative elements of the College's Governance and management. These use policies, protocols and terms of reference and generate different policies, actions, and recommendations (instruments) to higher-level Boards to inform their deliberations.

91.   Boards, Committees and Panels have reporting arrangements that reflect the level of the chair in the organisation. Committees should maintain a fixed agenda, with some key agenda items compulsory for each committee, including the Prevent Duty (except Assessment Boards), Health and Safety, Enhancement and Action Planning.

92.   Each of these elements works to specific TOR (shown in Appendix 1), dictating the membership, frequency of its meetings and the nature of its business. TOR of each committee are structured to ensure that extensive deliberations concerning the implementation of policies, availability of resources, and operations effectiveness occur at the lower levels. The higher committees approve decisions, recommendations, action plans and completed actions of the more subordinate committees and develop, amend, or recommend changes or introduce policies where necessary.

93.   No staff member can chair two committees, except the Head of HE, who chairs both the Academic Board and Assessment Board. Senior members of staff who chair higher committees cannot be members of the lower committees. However, they can attend meetings of such more subordinate committees as observers or where they are required to provide some information to the committee. They can only participate in deliberations of the committees as advisors but cannot take decisions. They cannot participate in panels that they have appointed, except on invitation to give evidence or information, and should not get involved in the deliberations of the panels.

Clerical Roles

94.   Each board, committee and panel will be served by an internal staff member for all clerical duties. All minutes of all such bodies shall be kept centrally on the College Virtual Learning Environment in a minute's folder. Staff with clerical responsibilities will have access to the sub-folders containing the minutes of the meetings that they serve. These are as follows:

Deliberative Board	Clerical Responsibility
Board of Governors	External
Academic Board and FE Curriculum and Quality Panel	Admin
Operations Management Committee	Secretary
All Board Panels except Ad Hoc Panels	Admin
Ad Hoc Panels	Appointed by the Board Chair as necessary
Academic Management Committee	Admin
Programme Boards	Member of Academic Staff (alternating)
Assessment Boards	Member of Academic Staff (alternating)
Staff-Student Liaison Meetings	Student Representatives

95. All schedules of meetings will be released in July each year for the test of the year. The Student Support Manager is responsible for preparing the plans of meetings, which will be approved and published by the Public Information Panel.

Governance Instruments

96. Policies and action plans are vital instruments of the College's governance. As a rule, these action plans are reviewed annually or as necessary, based on recommendations of the committees.

97. Annual reviews are another critical governance instrument. These usually occur at the end of the academic year in July and are approved in early September to mid-October each year. Each annual review results in an action plan, which lays out the plans for the following year.

98. During the Annual Monitoring Review, all Academic action plans are drawn together into the 'Overarching Action Plan' overseen and approved by the Academic Board and the FE Curriculum and Quality Panel. Similarly, operational actions drawn into an 'Overarching Action Plan' overseen and approved by the Operations Management Committee (OMC). Committees should always generate and monitor Action Plans.

99. The College has invested in an IT system that serves as an instrument of communication to ensure the speedy dissemination of policies and communication decisions. Minutes of meetings are posted onto the College Virtual Learning Environment and are accessible to staff and students, as necessary.

Key Policies
Academic Governance

100. The Office for Students (OFS) Public Interest Guidance Principle on Academic freedom requires that Academic staff at the College should have freedom within the law to:
- question and test received wisdom
- put forward new ideas and controversial or unpopular opinions

101. Members of Academic Staff should exercise these freedoms without placing themselves in jeopardy of losing their jobs or privileges they may have.

Responsibilities
Staff and Students

102. Staff and students at WIC have freedom within the law to question and test established ideas or received wisdom and develop and advance new and innovative ideas and proposals regarding whether or not such ideas and suggestions may be controversial or unpopular.

103. Staff and students exercise this without forgetting that the College has a diverse population and with due regards to its welcoming and inclusive attitude towards such diversity. Staff and students should be responsible to each other and society to:
- respect and honour such diversity

- accommodate different perspectives, ideas, knowledge, and culture that such diversity brings
- respect the rights of other individuals to hold different beliefs and views

Academic Board and the FE Curriculum and Quality Panel

104.   Academic Board and the FE Curriculum and Quality Panel will exercise its role in governance, and under the Public Interest Guidance Principles, to ensure that academic staff:
- promote a culture of research and questioning
- maintain rigour and make use of evidence and academic arguments to express their views
- recognise the gaps and weaknesses in their arguments
- minimise the risks of any harm for other members of the College, in promoting their views

105.   As part of their regular reports to the Board of Governors, the Academic Board and the FE Curriculum and Quality Panel will report on Academic Freedom, progress made in research, and any new and innovative ideas advanced by academic teams within the College. The Academic Board and the FE Curriculum and Quality Panel will also report recent developments in academia and integrate new developments into the College.

The Governing Body

106.   The Board of Governors will ensure that policies in place promote Academic Freedom and encourage research and the development and expression of new and innovative ideas and opinions. The Board will exercise its oversight to ensure that any new arguments advanced within the law, regardless of how controversial, should not result in the victimisation of staff or in staff losing their privileges within the College.

The Prevent Duty

107.   The Board of Governors has the oversight of the College's Prevent Duty. Therefore, the board should seek to advance the Prevent Duty without restricting academic freedom given to staff and students. Instead, the Board of Governors should encourage research and healthy debate around controversial issues such as religion, politics, or current affairs.

108.   The Board of Governors encourages staff to show behaviours that exemplify and promote the 'fundamental British values' of democracy, the rule of law, individual liberty, mutual respect and tolerance for those of different views and persuasions.

External Speakers

109.   WIC recognises that freedom of expression is a fundamental human right and that these are protected by law. The College tolerates a wide range of political and academic views, regardless of whether they are unpopular, controversial, or provocative. Therefore the College does not deny the use of its premises to any individual, group or members of groups on the grounds of their beliefs or on the grounds of the policies or objectives of groups they represent but will ensure that external speakers access the college community safely.

110. BOG, therefore, ensures that the College has in place
    o Requirements to ensure that members, students, visitors of the College and for Visiting Speakers exercise freedom of speech
    o Procedures to maintain a balance of opinion at any academic discussion or debate in a supportive, inclusive, and safe space for students, with clearly defined and effective procedures for upholding the law.
    o Communication to all members, volunteers, and staff is their mutual responsibility to comply with all relevant policies. Both WIC and the individual can be held liable if they contravene the law.
    o The requirement to obtain permission to hold an Event on College Premises or away from the College, where the event is considered as being controversial
    o Requirement that if an external speaker or their topic of discussion has the potential to go against the College's conditions for a safe event, a reasonable, informed, and lawful outcome is achieved.
    o Requirements for the scrutiny of external agencies, individuals, or speakers to ensure that they do not breach the limits of freedom of speech.
    o A protocol and procedure for admittance of external visitors to the college and that all staff understands this protocol, governing body members, visitors, and students
    o Clear instructions for organising events with external contribution and outline roles and responsibilities for vetting external speakers

Appendix 1: Terms of Reference of Boards, Committees and Panels

Board of Governors

Membership

The Board of Governors will be composed of minimum numbers provided before to ensure that its size, composition, diversity, skills mix, and terms of office remains appropriate for the nature, scale and complexity of the College,

The Board of Governors may choose to appoint additional Associate Members as required for their specific expertise, who do not hold any voting rights at Board of Governors or panel meetings. Each of the Independent Governors serves for a maximum of three terms of three years.

Individual governors have no power or right to act on behalf of the Board of Governors, except where the whole Board of Governors has delegated a specific function to that individual. The Board of Governors is legally liable for all actions taken in its name by individuals or panels to which it has delegated functions. Therefore, the Board of Governors ensures that it delegates specific responsibilities and appoints a competent person to record its decisions keeps minutes of all meetings.

Chair
The Chair of the Board of Governors shall be appointed by nomination at the end of the summer term before the start of the next academic year or the next full meeting following the resignation of a Chair

Frequency of meeting
Each quarter (additional meetings may be convened if required)

Quorum
The quorum shall be 50% of the total membership rounded up to a whole number, excluding vacancies.

Duties (Terms of Reference)

It is the duty of the Board of Governors to:

- Agree on strategic matters, including procedures where the Board of Governors has discretion.
- Work with the Principal to provide oversight and strategic direction to the College
- Oversee the activities of the College's Boards and Committees
- Form panels where necessary and decide the delegation of some of its functions

- Review and approve College Boards and Committees' Terms of reference
- Receive reports from Boards, committees and panels and individuals to whom a decision has been delegated and consider whether any further action by the Board of Governors is necessary.
- Review the delegation arrangements annually.
- Keep the Health and Safety Policy and its practice under review and make revisions where appropriate.
- Maintain oversight of the College's Prevent Duty
- Ensure all statutory policies are in place, including those related to Safeguarding, Prevent and GDPR and ensure that a review of said policies is conducted annually by the delegated Board as agreed.
- Review procedures for appointing and suspending staff, taking account of legal requirements.
- Assess the industrial relevance and suitability of the curriculum of the Courses delivered at the College
- Ratify new (or changes to existing) courses and degree programs
- Guide how WIC can catalyse, encourage, and foster a higher level of industry involvement in its programmes
- Identify and consider any recent or longer-term developments and concerns of the industry which are likely to have a significant impact on the College's activities
- Ratify potential educational collaborations and opportunities
- Evaluate and agree on targets for achievement.
- Approve the first formal budget plan of the financial year and agree on a budget strategy. Receive reports on the budget and decide on actions as required.
- Ensure the use of any Grants received according to the regulations under which it was obtained and for the prescribed purposes.
- Receive proposals for enhancement/expansion and adopt the College Enhancement Strategy.
- Be accountable to the College's partners and regulating organisations.

Governance Protocols

Board of Governors (BOG) Standing Agenda

1. Attendance and Apologies for Absence

DELIBERATIONS

2. Accuracy check on minutes of the previous Board meeting
3. Progress on Actions of the prior meeting
4. Chair's report
5. Reports from Committees, Boards and Panels on General Business

    - Report of the operations management committee (OMC)
    - Report of the FE Curriculum and Quality Panel
    - Report of the HE Academic Board Report on the Risk and Compliance Panel
        - Risk
        - Compliance
    - Prevent Strategy
    - Report of the Public Information Panel
    - Report of the Audit and Finance Panel
    - Report on Enhancement and Value for money
    - Report of the Student Representative to the Board of Governors

6. Approvals
7. Any other Business
8. Actions Planning

Academic Governance – HE Academic Board

Membership

- Head of Provision
- Academic Manager
- Registrar
- Programme Leaders
- External Adviser to the Academic Board
- Student Representative

Chair
Head of Provision

Frequency of meeting
Each trimester (additional meetings may be convened if required)

Quorum
50%

Reporting Lines
Highest Academic Authority sends minutes to Board of Governors for approval and ratification (Governance) and (for information) to the Operational Management Committee

Duties (Terms of Reference)

The Academic Board
- is the highest academic authority for the provision, adhering to the *UK Quality Code* and other educational, regulatory requirements
- oversees academic standards and the quality and enhancement of student learning opportunities
- approves and regularly revises all academic policies and procedures of the college, and receives reports /approves the work carried out by its subcommittees
- ensures the effective implementation of the strategies, policies, and practices of the provision concerning the requirements of the college's awarding organizations
- liaises with senior management and the governance of the college to ensure that academic operations are correctly resourced
- oversees academic performance about internal targets and external benchmarks
- leads the assessment board, responsible for assessments, including assessment setting, marking, moderation, feedback to students, the security and integrity of marks, the recognition of prior learning, academic appeals, academic misconduct matters, and communications with external examiners and assessors
- oversees the briefing and training of staff in academic matters
- monitors and analyses outcomes of Academic Management Review (AMR), External Examiner (EE), QAA review and monitoring visits
- scrutinises and approves reports arising from the academic and self-assessment process and monitors the progress made in implementing Quality improvement processes
- supports new programmes, any programme discontinuation and oversees the fair and efficient teaching out of any discontinued programmes
- review feedback from students on the quality of their experience
- continuously evaluate and implement opportunities for enhancement
- monitors annually student performance and the academic performance of the college, including the pattern of admissions complaints
- monitors and reviews the number, level and type and frequency of student complaints and academic appeals that are made over each academic year during the colleges Annual Monitoring Review
- oversees the operation of the Assessment Board and Programme Boards
- approves consideration of Recognition of Prior Learning (RPL) if any
- assesses academic appeals, complaint, and academic misconduct
- considers requests for all extenuating circumstances such as additional support, extensions, maternity, and deferrals
- oversees educational information published by the college

Academic Governance Protocols

HE Academic Board Standing Agenda

1. Attendance and Apologies for Absence
2. Accuracy check on minutes of the Previous Academic Board meeting
3. Updates from meetings of Boards and Committees
   - Last Board of Governors' meeting
   - Operations Management Committee meetings
   - Academic Management Committee meetings
   - Student Management Committee meetings
   - Student-Staff Liaison meetings
   - Assessment Board meetings
   - Awards Board Meetings
4. Review of Comments of the External Advisor to the Academic Board: Quality Improvement Plan and involvement of externals where applicable
5. Review of Enhancement Activities
6. Review of Academic Standards and alignment with FHEQ, the UK Quality Code and other external reference points, including requirements and expectations of awarding bodies/organisations
7. Review of Student satisfaction and Feedback data
8. Review of the activities of the Employability Committee
9. Issues about OfS conditions of Registration (initial/ongoing)
10. Consideration of External Examiner visits\Reports
11. Review of the effectiveness of Academic Governance arrangements including Academic Freedom and Freedom of Speech
12. Review of Research and Development activities
13. Review of Staff development activities
14. Student Representative Report
15. Appeals/Complaints
16. Prevent and Safeguarding
17. Any other Business
18. Action Planning

Content of the Report of the Academic Boards to the Board of Governors

1. Student Management
   a. Attendance Trends
   b. Retention
   c. Achievement
   d. Continuation
2. Teaching and Learning
   a. Resources
   b. Staff issues: Freedom of Speech and Freedom of Expression
   c. Research and Development: Academic Freedom
   d. Staff Development
3. Student Support
4. Quality Improvement Plan and Report and Comments from the External Advisor to the Academic Board

5. Academic Resources
6. Employability
7. Student Engagement
8. Student Complaints and Appeals
9. Report on Quality and Standards
10. Issues about OfS conditions of Registration (initial/ongoing)
11. Prevent/Safeguarding
12. Action Planning

Terms of Reference of newly proposed Standing Panel:

FE Curriculum and Quality Panel

Membership

Panel membership will comprise a minimum of:

- One Governor expert in the field (Independent or internal)
- One other Governor (internal or Independent)
- One FE Quality Nominee
- One Admin Team member
- One Tutor/IQA

Chair
Governor expert

Frequency of meeting
Each trimester before the Board of Governors meeting (additional meetings may be convened if required)

Quorum
100% of the minimum panel membership

Reporting Lines
Reports directly to Board of Governors

Duties (Terms of Reference)

The FE Curriculum and Quality Panel will ensure the
- Reference and Application of the Ofsted's Education Inspection framework within all WIC processes
- Oversight of the College's quality processes for the Further Education provision
- Monitoring of PICS Data, including, Achievement Rates and trends, Progression rates, Destination Data, Learners age and gender data, learners feedback data, staff feedback data and employer feedback data.
- Effective management and monitoring of FE Annual Targets
- Effective leadership and compliance with Prevent Duty and Safeguarding
- Approval of relevant FE policies and procedures

- Investigation of any matters of concern of a regulatory nature, including the College's ability to maintain the conditions of FE contract funders, Awarding Organisations and Ofsted and monitoring and reporting to the Board of Governors, any breaches or procedures and propose remedial action
- Monitoring of the College's Self-Assessment Report and Quality Improvement Plan
- FE New Programme Approvals and making changes to existing programme offers.

Protocols of the FE Curriculum and Quality Panel

Standing Agenda

1. Attendance and Apologies for Absence
2. Accuracy check on minutes of the previous meeting
3. Discussion of Quality of Education:
   - Reference and application of the Ofsted's Education Inspection framework in teaching and assessments
   - Discussion of Intent – Current / Future Curriculum Offer
   - Discussion of Implementation – Resources for learners
   - Discussion of Impact – Progression and Destination Data, Achievement and Retention Rates

4. Quality of Behaviour and attitudes
   - Discussion of learner feedback
   - Review of Attendance Data
   - Discussion on any issues raised relating to bullying, discrimination.

5. Quality of Personal Development
   - Discussion on learner support mechanisms including Advice and Guidance
   - Discussion on learner progression tracking
   - Discussion on formative and summative feedback to learners

6. Quality of Leadership and Management
   - Self- Assessment report
   - QIP Actions
   - KPIs- FE Targets Monitoring
   - Monitoring of Cross-cutting themes

7. External reports and Actions
8. New Programme and Policies Approvals
9. Staff Development- Teachers OTLR, CPD Plans
10. Safeguarding and Prevent
11. Discussion of issues to refer to the OMC
12. Any other business
13. Action Planning

Content of the Report of the FE Curriculum and Quality Panel to the Board of Governors

Learner Management
  e. Attendance Trends
  f. Retention rates
  g. Overall and Timely Achievement rates
  h. Outcomes/Destinations
  i. Ethnicity Targets and WIC Ethnicity Data
  j. ESFA Targets
Teaching and Learning
  e. Current Curriculum Offer
  f. Resources
  g. Staff Development
ILR Data Return Snapshot (percentages)
Learner Management and Support
Quality Improvement Plan/Annual targets Actions Update
Employability
Learner Engagement
Learner Complaints and Appeals
Report on Quality and Standards- Self-Assessment report data
Prevent/Safeguarding
Future Curriculum offer
Action Planning

Operations Management Committee

Membership

- Principal (Chair)
- Heads of Provision
- Assistant Principal
- Accounts Manager
- Human Resources Manager
- Representative of the Data Team

Chair
Principal

Frequency of meeting
Every two weeks

Quorum
50%

Reporting Lines
Highest Operational authority (minutes sent to Board of Governors)

Duties (Terms of Reference)

The Operational Management Committee
- monitors the marketing and student recruitment strategy
- monitors progress on the College Strategic Plan
- considers funding requests for resources/ CPD
- receives reports from the Academic Board to make informed resourcing decisions
- reviews and approves Operational policies
- makes critical decisions about the day-to-day running of the college
- discusses College finances and human resources related matters
- signs off data returns
- responsibility for the Prevent Duty and Safeguarding for the College

OMC Protocols

Standing Agenda

1. Attendance and Apologies for Absence
2. Accuracy Check on the previous OMC minutes
3. Updates from:
   a. Board of Governors meeting
      i. Approvals
      ii. Actions for Panels
      iii. Actions for other Boards and Committees
   b. Student Management Committee
   c. Academic Board
   d. Other Committees and Boards where relevant

4. Progress on External Reviews, Inspections, and other Processes
5. Marketing and Recruitment
6. Implementation of the College Strategic Plans
7. Human Resources
8. Funding Requests
9. Data Returns/Submissions
10. Prevent Duty and Safeguarding
11. Health and Safety
12. Policies
    a. Reviewed
    b. to be referred to BOG for Approval
13. Any Other Business
14. Action Panning

Content of the Report of the Operations Management Committee to the Board of Governors

1. Comment on Progress with implementation of strategic plans and Business Development

- College Strategic Plan
- HE Strategic Plan
  - Collaborative arrangements
  - Strategic Market Development
  - Review of registration and ongoing conditions of registration with OFS, and outcomes of Quality Assurance Reviews and Inspections
  - Facilities and Resources
- FE Strategic Plan
  - Contracts
  - OFSTED Reviews
- Business Development
2. Progress on other External Reviews, Inspections, and other Processes
3. Prevent/Safeguarding
4. Strategic Requests for Approval by the Board of Governors
5. Any other business
6. Action Planning

Terms of Reference of Standing Panels:

Audit and Finance Panel

Membership

Panel membership will have a minimum of:

- One Independent Governor
- One College Representative
- One student

Chair
Governor expert

Frequency of meeting
Each trimester before the Board of Governors meeting (additional meetings may be convened if required)

Quorum
100% of the minimum panel membership

Reporting Lines
Reports directly to Board of Governors

Duties (Terms of Reference)

- Recommends the appointment of the external auditor and the appropriate fee and ensures that the annual audit is conducted in an efficient, cost-effective, and objective way
- Reviews and recommends to the board, approval of the annual financial statements, including the selection of appropriate accounting policies and practices

- Reviews budgets before the Board considers them, seeking explanations for any significant variances
- Reports on critical aspects of the budgets and makes recommendations as necessary
- The Panel evaluates the college's financial performance and reports to the Board any areas of concern. This paves the way for the Panel and Board members to question management regarding financial performance.
- The Audit and Finance Panel maintains oversight for the College's funding arrangements and ensures that all financial conditions related to funding are satisfactory and that value for money is secured
- It is the Audit and Finance Panel that will ensure that the College has adequate and effective arrangements in place to provide transparency about value for money for all students

Protocols of the Audit and Finance Panel

Standing Agenda

1. Attendance and Apologies for Absence
2. Accuracy check on minutes of the previous meeting
3. Review Actions of the prior meeting
4. Management Accounting Report
5. Review of financial reports
6. Review of Budgets
7. Review of the College's approaches to Value for Money
   - Review of significant expenses
   - Review of capital budgets
   - Annual Estimates of Budgets for Value for Money
   - Benchmarking of KPI's for Value for Money
8. Review financial risk
9. Appointment of Auditors (when required)
10. Any Other Business
11. Action Planning

Content of the Report of the Audit and Finance Panel to the Board of Governors

1. Appointments
   - Accountants (when required)
   - of Auditors (when needed)
2. Financial Reports and budgets
   - Management Accounting Report
   - Review of financial reports
   - Review of Budgets
   - Review of the College's approaches to Value for Money
   - Review of significant expenses
   - Review of capital budgets
   - Annual Estimates of Budgets for Value for Money
   - Benchmarking of KPI's for Value for Money
3. Review financial risk
4. Capital Requests for Approval by the Board of Governors
5. Any other business
6. Action Plans

Risk and Compliance Panel

Membership

Panel membership will have a minimum of:

- One Independent Governor
- One College Representative
- One student

Chair
Governor expert

Frequency of meeting
Each trimester before the Board of Governors meeting (additional meetings may be convened if required)

Quorum
100% of the minimum panel membership

Reporting Lines
Reports directly to Board of Governors

Duties (Terms of Reference)

The Risk and Compliance Panel will ensure the

- Oversight of the College's Prevent Duty and Safeguarding: it will collect information from Management and interpret it professionally and appropriately to advising the Board of Governor on the appropriate courses of action
- Effective management and compliance with health and safety legislation
- effective management of compliance and operational and reputational risk of the College
- rigorous implementation of the Board-approved framework for risk and compliance management
- performance of the terms of the College's Policy Statement on Risk Management
- approval of relevant policies and procedures
- investigation of any matters of concern of a regulatory nature, including the College's ability to maintain the conditions of registration with the Office for Students
- monitoring of the College's risk profile
- maintenance and review of a consolidated register of material risks in all areas of the College
- review of operational and reputational risk exposures and ensure appropriate action is taken where necessary
- monitoring and reporting to the Board of Governors any material breaches of risk limits or procedures and propose remedial action
- review of risk and compliance training programmes to ensure strengthening of risk and compliance awareness within the College
- review of the risk rating methodology for new and existing risks

- receipt of the input of the Audit and finance panel on finance risk to review its impact on overall risk
- the Risk and Compliance Panel also investigates, collects, and reports information regarding any conflicts of interest

Protocols of the Risk and Compliance Panel

Standing Agenda

1. Attendance and Apologies for Absence
2. Accuracy check on minutes of the previous meeting
3. Safeguarding and Prevent Duty
4. Review of Risk Management Mechanisms and risk rating methodologies
5. Review of Risk Reports
   - Governance
   - Strategic risk
   - Financial Risk
   - Business Continuity
   - Health and Safety
   - Student Protection
   - Prevent/ Safeguarding
   - Economic Risk
   - Evaluation of overall risk

6. Staff Development and Training
7. Compliance Issues
   - Conditions of Registration with the OFS
   - Policies
   - Conflicts of Interest
8. Any other business
9. Action Planning

Content of the Report of the Risk and Compliance Panel to the Board of Governors

1. Safeguarding and Prevent Duty
2. Risk Report summaries
   - Overall risk and main contributors to any changes
3. Summary of Compliance including compliance with Conditions of Registration with OFS
4. Review of Ethics and Practices including Ethnicity and Diversity Data and Admission Procedures
5. Policies reviewed and approved for signing-off by the Board of Governors
6. Conflict of Interest Report
7. Staff Development
8. Action Planning

Public Information Panel

Membership

Panel membership will comprise of a minimum of:

- One Independent Governor
- One College Representative
- One student

Chair
Governor expert

Frequency of meeting
Each trimester before the Board of Governors meeting (additional meetings may be convened if required)

Quorum
100% of the minimum panel membership

Reporting Lines
Reports directly to Board of Governors

Duties (Terms of Reference)

The Public Information panel

- evaluates the quality of the information, modes of communication and frequency and timeliness of the data, both internal and outward-facing
- tests that prospective students make informed choices on deciding whether to study with the college or not and on the choice of course of study
- ensures that the application and admission procedures are clear and informative
- Conducts a full annual information audit of the College
- advises the Board of Governors on areas of good practice regarding information and recommend improvements
- oversees conformity of the College's statement to the GDPR and Data Protection regulations
- monitors information published by the College
- approves information to be published
- Review both Higher Education and Further Education data returns.
- Overview of the initiatives and procedures implemented in the college regarding Prevent duty and Safeguarding.
- Overview of secure exchange of information, internal and external overall Information security

Protocols of the Public Information Panel

Standing Agenda

1. Attendance and Apologies for Absence
2. Accuracy check on minutes of the previous meeting
3. Issues about information for students
   - Quality of information for students
   - Test student choices
4. Information Audit
   - Outcomes
   - Essential Actions
   - Areas for Improvement
   - Good Practice
5. Review of all information approved for publication by the College
6. Report on issues of GDPR and Data Protection legislation
7. Data Returns signed-off
8. Safeguarding and Prevent
9. Information Security
10. Any other business
11. Action Planning

Content of the Report of the Public Information Panel to the Board of Governors

1. Quality of information for students
2. Information Audit
3. Approved information
4. Review of Information Security and Compliance with GDPR and Data Protection legislation
5. Safeguarding and Prevent issues
6. Action Plans

Terms of Reference of the Academic Management Committee

The Academic Management Committee (AMC) is responsible for managing the College's academic affairs. The AMC acts as the executive of the Academic Board.

Membership

- Academic Manager
- Registrar
- Programme Leaders
- Student Representatives
- Registrar
- Academic Support Manager

- Admissions Manager

Chair
Academic Manager
From time to time, and at the discretion of the Academic Manager, a Student Representative may be requested to chair a meeting or a panel as part of their training and development

Frequency of meeting
Meetings will be held a minimum of once a month (except August, where Quorum may be hard to achieve due to annual holidays). If required, sub-committee/panel meetings will be arranged outside of these times at a time convenient to the appointed panel members member

Quorum
A meeting quorum will be 50% of the members of the group

Reporting Lines
Reports directly to the Academic Board

Duties (Terms of Reference)

- The AMC receives reports from and liaises with awarding organisations, internal and external verifiers, and moderators.
- The AMC submits reports with appropriate recommendations to the Academic Board.
- The AMC refers action points from the Academic Board to the appropriate bodies and monitors the implementation of agreed actions:
  - After each inspection, review, or EE visit and at each meeting, the AMC produces an action plan which feeds into the AB's Overarching Action Plan. It tracks progress in implementing this action plan, together with plans delegated by the Academic Board
- The AMC supervises academic development and the management of learning opportunities
- The AMC is responsible to the Academic Board for the management of:
  - Academic Standards
  - Quality of Learning Opportunities
  - Admissions and administrative support
  - Programmes
  - Staff performance
  - The Academic calendar
  - Safeguarding and Prevent HE compliance

Protocols of the Academic Management Committee

Standing Agenda

14. Attendance and Apologies for Absence
15. Accuracy check on minutes of the previous meeting
16. Discussion of Academic Standards:
    o Reference and application of the Frameworks for Higher Education Qualifications (FHEQ) in teaching and assessments
    o Reference and application of the Higher Education Credit Framework for England in choice of units and modules to teach
    o Discussion of feedback from awarding bodies/organisations
    o Discussion of Assessment schedules
    o Discussion of Assessment and Progression

17. Quality of Learning Opportunities
    o Consideration of student comments and reports on Quality and improvements
    o Review of issues and actions raised at the latest SSL meetings
    o Report on Student Support Management and student support
    o Discussion of student feedback

18. External reports and Actions
19. Programme management
    o Programme Boards reports
    o Updates on previous actions arising from programme boards

20. Staff Development
21. Safeguarding and Prevent
22. Academic calendar
23. Discussion of issues to refer to the AB
24. Discussion of matters to refer to the OMC
25. Any other business
26. Action Planning

Content of the Report of the Academic Management Committee to the Academic Board

1. Application of Academic Standards
2. Quality of Learning Opportunities
3. Programme overview
4. External reports and Actions
5. Staff Development
6. Safeguarding and Prevent HE
7. Action Planning

Programme Boards

Membership

- Programme Leader
- Registrar
- Unit/Module Leaders
- Programme Lecturers
- Student Support officer
- Student representatives

Chair
Programme Leader

Frequency of meeting
Twice per trimester

Quorum
50%

Reporting Lines
Reporting to the Academic Management Committee

Duties (Terms of Reference)

This Programme Board oversees the operation and management of each subject area and pathway for a specific awarding body as follows.

- monitors and analyses programme related statistics, including Student enrolment, Student performance data (including retention, achievement and success rates), Student attendance and punctuality, Student absences, Programme changes, Progression rates (internal and external – where available), First destinations data (if and when available)
- reviews the quality of provision using qualitative/quantitative data the outcomes of lesson and peer observations, student feedback and external feedback on programmes, including standards verifier / external examiner (SV/EE), external verifier (EV), moderation feedback and reports
- monitors and follow-up progress on action plans responding to stakeholder feedback (including post-SV/EE, EV and moderation visits or reports, programme related aspects of QAA and ASIC reports)
- ensures the practical application of the UK Quality Code
- Monitor the availability of support for students
- Monitor the effectiveness of the Prevent and Safeguarding strategies in practice
- monitors student appeals, complaints, and isolated instances of assessment malpractice (broader scale issues relating to assessment malpractice are to be reported to the Assessment and Standardisation Board)

- discusses CPD training of staff involved in programmes teaching, learning and assessment
- monitors and analyses student survey outcomes at unit and programme level
- plans and allocates resources for the upcoming term, including assessment deadlines and format
- identifies areas for improvement
- allows Student attendance in the meetings as and when required
- performs an annual review of programme specifications

Protocols of the Programme Boards

Standing Agenda

1. Attendance and Apologies for Absence
2. Accuracy check on minutes of the previous meeting
3. Discussion of Programme related statistics
   - Student enrolment,
   - Student performance data (including retention, achievement, and success rates),
   - Student attendance and punctuality
   - Student absences,
   - Programme changes,
   - Progression rates (internal and external – where available),
   - First destinations data (when available)
4. Review of the quality of provision
   - outcomes of lesson and peer observations,
   - student feedback and survey outcomes at unit and programme level
   - external feedback on programmes
   - moderation feedback and reports
5. Review and Approval of Action plans for external reports
6. Review and Application of Academic Standards including FHEQ, UK Quality Code, Subject Benchmark Statements and Expectations of Awarding Body/Organisation
7. Student Management and Support
8. Safeguarding and Prevent
9. Student appeals and Complaints
10. Academic Misconduct
11. Non-Academic misconduct
12. Staff Development and CPD planning
13. Resource allocation and requests
14. Annual review of programme documentation
15. Any other business
16. Action Planning

Content of the Reports of Programme Boards to the Academic Management Committee

1. Programme related statistics
2. Quality of provisions
3. Action plans from external reports
4. Review and Application of Academic Standards
5. Student Support
6. Safeguarding and Prevent
7. Student appeals and Complaints
8. Academic Misconduct
9. Non-Academic misconduct
10. CPD training
11. Student survey outcomes
12. Resource requests
13. Action Planning

Assessment Boards

Membership

- Head of Provision
- Programme Leader
- Academic Manager
- Registrar
- Unit/Module Leaders
- Programme Lecturers

Chair
Head of Provision

Frequency of meet
Once per trimester

Quorum
50%

Reporting Lines
Reporting to the Academic Board and corresponding Individual Programme Board

Duties (Terms of Reference)

This Board oversees the assessment operations as follows.
- confirms that assessment standardisation activities have taken place and any discrepancies have been resolved expediently

- ensures that assessments are fit for purpose and verified promptly
- approves draft examination papers and Programme assignments before submission for external examiner's approval where appropriate
- determines the forms of evaluation for candidates re-sitting assessments
- acts upon the decision made by the Academic Board regarding appeals, extenuating circumstances, plagiarism, etc.; and consider appropriate penalty or course of action following the WIC policies and procedures
- reviews application of special consideration and reasonable adjustments and whether correct procedures had been followed and propose a recommendation to the Academic Board
- reviews the outcomes of any applications of prior learning (RPL)
- monitors academic appeals (whether upheld or not)
- verifies that all scheduled assessments opportunities have been utilised， and that associated written formative feedback has been sufficient to ensure students can make necessary improvement
- confirms that all written assignments have been scanned for plagiarism and that presentations, role-plays and simulations have been effectively observed and recorded
- Considers the marks for all students undertaking the modules being assessed and to satisfy itself that the marks are appropriate
- determines each candidate's progress in the stage under consideration from marks and other assessments supplied, including, where applicable, reports on professional training
- agrees and record results approved by members of the board

Student Representative meetings Terms of Reference

Membership

- Head of Provision
- Programme Leader
- Academic Manager
- Student representatives support officer
- The Student representatives
- All students are invited

Chair

Student Representative

Frequency of meet

Once per month

Quorum

50%

Reporting lines.

Reporting to the Corresponding Programme Board who will, in turn, make recommendations to the Academic Board

Committee Terms of Reference

- To provide a forum for students to discuss the quality of teaching, learning and student support with staff in an open manner.
- The Staff should consult with the SR on new proposals, including introducing new courses and amendments to existing courses.
- To encourage the resolution of issues and improvement to matters at the course level.
- To ensure that discussions and resulting actions are documented and distributed to the student body via the SR
- To follow up on all actions concerning the quality of learning opportunities available to students

Content of the Student Reports to the Board of Governors
1. Teaching on my course
   - Availability of teaching staff
   - Quality of teaching
   - Availability of resources
2. Assessment and feedback
3. Academic support
4. Other support and student welfare
5. Any issues of concern to be addressed by the Board of Governors

Appendix 2: Job Descriptions of Key Internal staff members

Job Description: Principal

The Principal is Director and the Board of Governors to ensure that the College is run professionally and maintains good relations with the Community, Regulatory bodies, and other stakeholders. The Principal oversees the College's strategy: ensuring that both provisions share a common strategy and have a common understanding of this strategy through:

- Clear and regular communication of the College's strategy to all stakeholders
- Appropriately resourcing all operations of the College.
- Chairing regular Operations Committee meetings to bring together all functions within the College to discuss operational issues
- Ensures accountability of all senior managers for their roles and takes responsibilities for their performance in their areas of operation.
- Manage College staff effectively by:
  - o Taking responsibility for the appointment of key staff
  - o Appropriately designating staff duties and responsibilities
  - o Maintaining appropriate Staff development
  - o Monitoring their work and using appropriate procedures in matters relating to their wellbeing, performance, discipline, and capability
  - o Leading on the recruitment, retention, and succession planning of College staff
- Maintains healthy relationships with the local community, council, and organisations to ensure a good understanding of local development needs

The Principal is accountable to the Directors and the Chairman of the Board for the effective discharge of all duties.

- For a leading role in the development and implementation of strategy, policy and quality assurance and enhancement of the College;
- For a leading role in developing and implementing strategies for the long-term continuance and existence of the College;
- For a leading role in the promotion of the College to external agencies/partners;
- For a leading role to ensure that the College obtains and maintains its status as a Quality Provider of educational programmes in line with the requirements of QAA and other review and accreditation bodies including but not limited to OFS, GLA, ESFA, LTU;
- For ensuring compliance of the Health and Safety policy and current regulations.

This is done through:

- Clear and regular communication of the College's strategy to all stakeholders
- Oversight of resourcing all operations of the College.
- Chairing regular Operations Committee meetings to bring together all functions within the College to discuss operational issues

- Ensures accountability of all senior managers for their roles, and takes responsibilities for their performance in their areas of operation.
- Maintain oversight of management of College Staff
- Maintains healthy relationships with the local community, council and organisations to ensure a good understanding of local development needs
- Forms primary bridge between FE and HE provisions
- Explore industrial potential and business development opportunities in the market for both HE and FE
- Maintains a good understanding of local development needs, and drives a curriculum that is designed to meet these needs in general and student employability needs in particular

Membership

- OMC Chair

Job Description: Assistant Principal- Quality

As a member of the Operations Management Committee (OMC), Assistant Principal-Quality has to take responsibility for the College's Quality to ensure the continuous improvement of provision and is responsible for the College's Quality Assurance process.

Main duties and responsibilities

➢ To work as a member of the OMC to drive and deliver excellent standards in student achievement and progression
➢ To promote and develop the college's mission and deliver upon its strategic and operational objectives
➢ To ensure that Waltham International College sustains and strengthens its standing in the Further Education market
➢ To ensure that the college delivers programmes of study which meet students' needs and ambitions and provide good value for money
➢ To participate in the OMC's responsibility for the day to day running of the FE Department, including the maintenance of good order and discipline
➢ To promote and defend the financial health of the college
➢ To ensure that the college meets all its statutory obligations
➢ To provide a role model of excellent practice for staff

Quality Assurance

➢ To lead the strategic development and implementation of the College's Quality Assurance strategy to drive forward standards and continuous improvement
➢ To lead in developing a culture of continuous improvement and striving for excellence across the college.
➢ To monitor FE wide course offer and student-level performance indicators
➢ To work with the Manager of College Information Systems to maintain and develop data and information that is fit for purpose in monitoring college performance at every level
➢ To help devise, with the Assistant Principal: Curriculum, effective interventions and improvement plans at the course level
➢ To help create, with the Assistant Principal: Curriculum, effective interventions and improvement plans at the student level

- To help devise, with the Marketing Coordinators: Marketing Liaison, effective interventions and improvement plans
- To help design, with the Director of Studies effective interventions and improvement plans
- To oversee management and deployment of value-added systems and target positive value-added outcomes for all students
- To develop, monitor and implement the FE wing's quality cycle, including the overall strategy, draft policy for Governor approval, academic quality and review processes, vocational quality and review processes, cross-college quality and review processes, quality calendar
- With the Assistant Principal: Curriculum, to develop, monitor and implement systems for lesson observation, learning walks and student survey/ feedback
- Ensure that quality frameworks and methods are implemented effectively and efficiently across the curriculum and the more expansive college areas.
- To be proactive and implement strategies for improvement with potential quality issues, implement strategies for improvement, and monitor and report on their impact.
- To establish the setting of targets across college's FE provision and work towards their achievement.
- To attend, report to and keep informed, the FE Curriculum and Quality Panel on relevant aspects of Quality Assurance
- To monitor and keep informed on current aspects of Quality Assurance especially OFSTED documentation and Inspection Reports
- To monitor and keep informed on performance data provided by the GLA/EFA/ ESFA/ DFE and analyse and disseminate as appropriate
- To undertake any necessary checking of performance data before publication
- To take responsibility, with the Assistant Principal: Curriculum, for departmental quality standards and schemes; to develop Self-Assessment proformas
- To take responsibility, with the Director of Studies, for departmental and cross-college quality standards and procedures; to develop Self-Assessment proformas
- To work with all department in the production of SAR
- To lead the college's preparation for inspection by relevant external bodies
- To establish and develop contacts outside the College, attend meetings as a representative of the College and build appropriate networks

Job Description: Assistant Principal- Curriculum

As a member of the Operations Management Committee (OMC), Assistant Principal-Curriculum has to take responsibility for all aspects of the curriculum and continue implementing and embedding the current curriculum changes; they will plan for and implement further changes. Assistant Principal-Curriculum works closely with the Assistant Principal- Quality in the drive to maintain and further improve standards across the college.

Main duties and responsibilities

➢ To work as a member of the OMC to offer the most suited curriculum in line with the learner's needs and drive and deliver excellent standards in student achievement and progression

➢ To promote and develop the college's mission and deliver upon its strategic and operational objectives

➢ To ensure that Waltham International College sustains and strengthens its standing in the Further Education market

➢ To ensure that the college delivers programmes of study which meet students' needs and ambitions and provide good value for money

➢ To participate in the OMC's responsibility for the day to day running of the FE department, including the maintenance of good order and discipline

➢ To promote and defend the financial health of the college

➢ To ensure that the college meets all its statutory obligations

➢ To provide a role model of excellent practice for staff

Curriculum

➢ To support the strategic planning, management and quality of the curriculum and related services within their allocated area

➢ To lead on the changes necessary in these areas to raise the achievements and progression outcomes of learners

➢ To respond to the local and national drivers to ensure learner numbers and contracts are achieved

➢ To be responsible for a range of vocational curriculum areas, their delivery, quality and to support their development to achieving the highest standards

➢ To lead continuous improvement within the relevant areas, implement and embed quality systems working with Department managers to ensure the improvement strategy is effectively implemented and embedded

➢ To champion the delivery of excellent teaching and learning across the College

➢ To meet college and curriculum performance indicators in all areas of responsibility and to set appropriate performance indicators for line managed staff

➢ To implement all College strategies for curriculum development across the College

➢ To ensure that the relevant college learner and employer services in the relevant areas are comprehensive, inclusive and of excellent quality

➢ To manage change in a way that supports staff and learners to achieve

➢ To effectively line address the relevant areas and participate in people management activities across the FE department

➢ To work as an efficient and influential member of the College management team, contributing to meetings, projects and outcomes across the College

➢ To establish and develop contacts outside the College, attend meetings as a representative of the College and build appropriate networks

➢ To follow the requirements of the College policies strictly and in particular the Equality and Diversity Policy and Health and Safety Policy

➢ To maintain confidentiality in all aspects of College business

➢ Promote high quality in all aspects of the work of their team by maintaining high standards of achievement and ensuring that all students fulfil their potential through effective teaching and learning, and high expectations

➢ To manage and analyse the monthly ILR data submissions effectively acting as the key data contact with the funding companies

Job Description: Director of Operations

The Director of Operations is accountable to the Principal for the overall co-ordination of the daily operations of the College;

This includes responsibility for all main HR and financing functions and to ensure:

- College staff are managed effectively by:
  - Taking responsibility for the appointment of key staff
- Appropriately designating staff duties and responsibilities
- Maintaining appropriate Staff development
- Monitoring their work and using appropriate procedures in matters relating to their wellbeing, performance, discipline and capability
- Leading on the recruitment, retention and succession planning of College staff

Appropriately resourcing all operations of the College including but not limited to

- Appropriately resource the College' enhancement strategy

- Ensures that the College has sufficient resources to play its duty of care to students:

  - Plans and appropriately allocates staff resources for all programmes
  - Ensures sufficient resources for all programmes to run smoothly
  - Maintains sufficient numbers of administrative/registry staff to effectively support academic teams

Ensures all the staff are fully trained and competent to run their programmes

- Resource and track training and mentoring of all staff

Job Description: Head of HE

The Head of HE leads and organises the Academic and Registry functions to ensure the efficient running of the provision. The Head of HE contributes as appropriate to the development, management, review, and progress of the College.

The College has elected to register with the Office for Students. It is also actively seeking partners to expand its provision. The Head of HE ensures that the college meets the requirements set by the awarding organisations where appropriate and ensures that the College runs programmes that meet the needs of Ofqual, QAA and other organisations.

The Head of HE also chairs the Academic Board and is responsible for setting Academic Policies, strategies, and procedures and maintaining academic quality and standards.

The Head of HE reports to the Principal on day-to-day issues and is accountable to the Board of Governors. The Head of HE, therefore:

- Plays a leading role in the development and implementation of the College's strategy, policy, and quality assurance
- Is responsible for the College' enhancement strategy
- Actively promotes the College and its courses to students and external agencies/partners
- Ensures the College maintains its membership and registrations with Regulatory, Quality, Standards, Professional and awarding bodies.
- Ensures that student welfare is the College's main priority
- Communicates clear teaching and learning strategies and ensures that these are fully implemented
- Maintains all action plans of the provision through the Academic Board, ensuring that all agreed actions are effectively implemented on time
- Ensures that the College has sufficient resources to play its duty of care to students:
  - Plans and appropriately allocates staff resources for all programmes
  - Provides adequate resources for all programmes to run smoothly
  - Maintains enough administrative/registry staff to support academic teams effectively
  - Ensures all the staff are fully trained and competent to run their programmes
- Maintains oversight of the health and safety within the HE provisions, as well as the Prevent Duty, ensuring that all staff are appropriately trained and understand their role within the Prevent Duty
- Ensures that students are consulted on all aspects of the provision, including resources, quality and standards, health and safety, introduction, and revision of courses, as well as teaching and learning strategies
- Maintains a good understanding of local development needs and drives a curriculum that is designed to meet these needs in general and student employability needs in particular

Membership
- Member of the OMC, Academic Board (Chair), Staff Representative Committee Assessment Board (Chair)