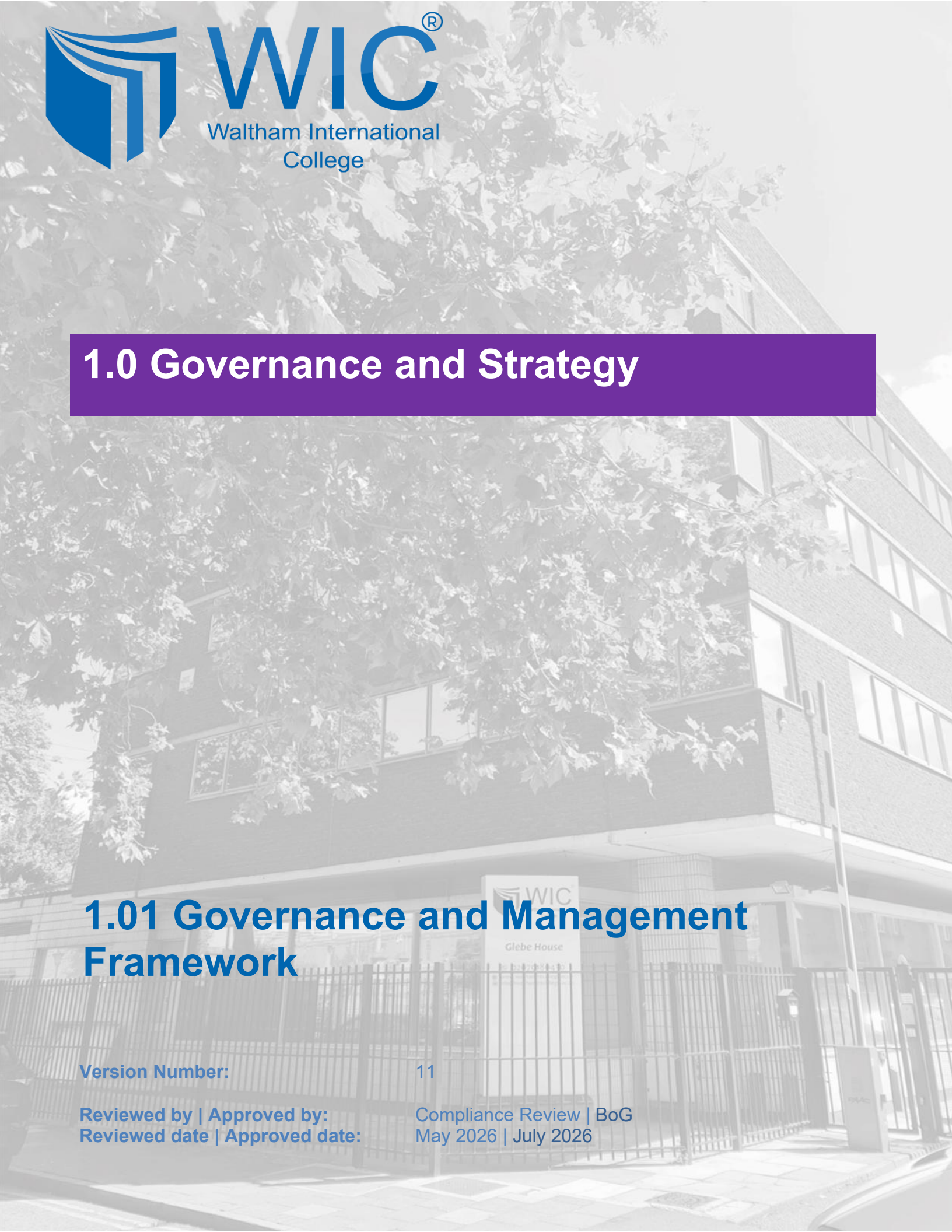
Waltham International College

1.0 Governance and Strategy



1.01 Governance and Management Framework

Version Number:	11
Reviewed by | Approved by:	Compliance Review | BoG
Reviewed date | Approved date:	May 2026 | July 2026

Compliance Alignment Statement

This version of the Governance and Management Framework has been aligned to current UK and Office for Students requirements as of May 2026. The substantive changes are listed below.

Version Control Statement

Version	Date	Changes	Reason	Author	Next Review
1	28/09/18	New Document	Establish College Governance Arrangements	Head of HE	Jul/Aug 2019
2	23/01/19	• Review of compliance with OfS Principles; Introduced QIP and Quality Improvement Committee ToR	Strengthen governance	Head of HE	Jul/Aug 2019
3	01/07/19	Added Prevent/Safeguarding to OMC role; Formatting updates	Annual review	Head of HE	Jul/Aug 2020
4	Jul 2020	• Standardised standing agenda items and reports; genericised Pearson references; clarified SSL membership	Governance consistency	Head of HE	Jul/Aug 2021
5	Oct 2020	• Separated FE and HE governance; updated titles	Clarification	Head of HE	Jul/Aug 2021
6	Aug 2021	• Covid response; standalone Freedom of Speech policy	Annual review	Head of HE	Jul/Aug 2022
7	Aug 2022	• Introduced Student Experience Panel and elected SRs; aligned with IHE Code	Annual review	Vice Principal	Aug 2023
8	Jun 2024	• Reflected 100% HE provision; revised structure	Annual review	Quality Lead	Aug 2024
9	Aug 2024	General update and refresh	Annual review	Quality Lead	Aug 2025
10	Jul 2025 Nov 2025 Feb 2026	Full revision of structure, terminology, and governance alignment; replaced 'Panels' with 'Boards'; incorporated OfS, Solvendis, and Deloitte feedback Added Section 6.6 – BOG Operational Board: Terms of Reference Updated Sections 3.3, 3.8.3 Removed reference to SLT Updated Chart in Appendix 1 Removed full ToRs from Appendix 2, referencing where these can be obtained	Comprehensive update and response to internal and external reviews	Chris Mabika (Outgoing Chair of the Board) WIC Quality and Compliance	Jul 2026
11	May 2026	- Textual revisions made throughout to bring the policy into compliance with applicable regulations - Added Section 4 (Accountable Officer E3); Section 5 (E4 Register notification); Section 6 (E5 Electoral registration); - updated C5/Freedom of Speech Act 2023 references; - new governance board responsibilities for A2 and C3; - Updated External reference and Related Polices List - Updated added summary ToR table in appendix 2 - All ToRs were reviewed and crosschecked for compliance and responsibilities – SLT and OMC ToRs - clarified operational vs strategic roles; 5 ToRs now include ‘receives input from OMC/SLT’ lines	Compliance Alignment 2026 (OfS)	QA Compliance Review	August 2027

External Reference Points

This Framework has been developed in alignment with the following regulatory principles, governance codes, and institutional documents:

- Office for Students (OfS): Regulatory Framework (Securing Student Success), including Annex B – Public Interest Governance Principles
- Nolan Principles of Public Life
- Code of Governance for Independent Providers of Higher Education (Independent HE, 2023)
- Companies (Model Articles) Regulations 2008
- Higher Education and Research Act 2017 (HERA)
- Higher Education (Freedom of Speech) Act 2023 (fully in force August 2025)
- Charity Commission Guidance (where applicable)
- UK Quality Code for Higher Education (QAA, 2024)
- OfS Governance and Management Review Report (Deloitte, 2020)
- Solvendis Governance Review Summary (February 2025)

Related Policies and Documents

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

- 1.02 Strategic Plan 2022–2027
- 1.03 Risk Management Framework and Policy
- 1.07 Enhancement and Value for Money Strategy
- 1.11 Safeguarding: Child Protection and Vulnerable Adults Policy
- 1.12 Prevent Policy
- 1.14 Student Protection Plan
- 1.15 Access and Participation Statement
- 1.16 Freedom of Speech, Academic Freedom and External Speakers Policy
- 2.05 Data Protection and Retention Policy
- Board of Governors Induction Pack
- Board of Governors Annual Declaration Form
- Terms of Reference for all Boards and Committees (2026–27)
- WIC Governance Committee Flow Chart (2026–27)

Contents

Compliance Alignment Statement 2
Version Control Statement 2
External Reference Points 3
Related Policies and Documents 3
1. Purpose 6
2. Scope 6
3. Introduction and Governance Philosophy 6
4. Background 7
5. The Governing Body 8
5.1 Governance Structure Overview 8
5.2 The Board of Governors 8
5.3 Independent Governors 9
5.4 Responsibility of the Board 9
5.5 Governance Practices 10
6. Governance Boards 10
6.1 General Terms of Reference of Standing Panels 10
6.2 BoG Operational Board 11
6.2 Audit and Finance Board 11
6.3 Risk and Compliance Board 11
6.4 Student Experience Board 12
6.5 Public Information Board 12
6.6 Quality and Data Board 12
6.7 Ad Hoc Panels 13
7. Accountable Officer (OfS Condition E3) 13
8. OfS Register Notifications (OfS Condition E4) 13
7.1 What Constitutes a Material Change 14
7.2 Notification Process 14
9. Electoral Registration of Students (OfS Condition E5) 14
10. Management and Academic Structure 14
9.1 Overview 14
9.2 Senior Leadership Team (SLT) 15
9.3 Operations Management Committee (OMC) 15
9.4 Academic Board 15
9.5 Programme Boards 15
9.6 Assessment Boards 16
9.7 Student Management Committee (SMC) 16
11. Governance Instruments 16
10.1 Policies and Frameworks 16

10.2 Strategic Quality Aspirations 17
10.3 Action Planning and Monitoring Cycles 17
10.4 Schedules and Reporting 18
10.5 Information Systems and Transparency 18
12. Compliance with OfS Public Interest Governance Principles 18
13. Appendices 20
12.1 Appendix 1: Governance Committee Flowchart 20
12.2 Appendix 2: Terms Of Reference (ToR) 21

1. Purpose

This Governance and Management Framework defines the governance structures, principles, and operational protocols that underpin the effective leadership, management, and oversight of Waltham International College (WIC). It ensures that the College operates in accordance with the expectations of the Office for Students (OfS), adheres to the Nolan Principles of Public Life, and aligns with the Code of Governance for Independent Providers of Higher Education.

This document serves to:

- Establish the roles, responsibilities, and interrelationships of the Board of Governors, Academic Board, Operations Management Committee, and associated panels and committees.
- Provide a clear framework for decision-making, accountability, and assurance across academic and operational domains.
- Promote transparency, integrity, and continuous improvement in the delivery of higher education to widening participation learners.
- Support the College's strategic ambitions, including the pursuit of degree awarding powers and the enhancement of academic quality and student experience.
- Designate and document the College's Accountable Officer responsibilities in compliance with OfS Condition E3.
- Establish procedures for notifying the OfS of material changes, in compliance with OfS Condition E4.

2. Scope

This Framework applies to all governance and management activities at WIC, including the structure and function of the Board of Governors and its standing and ad hoc panels; the leadership and management responsibilities of the Academic Board, Operations Management Committee, and other deliberative bodies; the protocols for student engagement, risk management, and value for money; the oversight of academic standards, quality assurance, and compliance with regulatory requirements; and the development, implementation, and review of governance instruments such as policies, action plans, and institutional strategies.

It is intended for use by governors, senior leaders, academic and professional staff, students, and external stakeholders who engage with or are affected by the governance and management of the College.

3. Introduction and Governance Philosophy

WIC provides higher education to a diverse student population, with a strong focus on widening participation. The College delivers programmes that respond to the educational and economic needs of local communities and the broader higher education landscape. Its students often balance study with work, family, or other responsibilities and may not traditionally access mainstream higher education.

WIC operates under the Companies (Model Articles) Regulations 2008. In accordance with these Articles, the shareholder and director of the College have formally delegated full governance authority to an independent Board of Governors. This delegation authorises the Board to provide strategic oversight of the College and to carry out all governance and fiduciary responsibilities on behalf of the

company. The Board operates independently and is fully accountable for the long-term success and public interest responsibilities of the institution.

WIC is registered with the Office for Students (OfS) as an Approved provider. Standards and quality of HE provision are monitored against the ongoing conditions of registration with the OfS. The College's governance and management arrangements are designed to ensure full compliance with all applicable OfS conditions at all times.

WIC structures its governance around the following core principles:

- **Accountability and transparency:** All decision-making processes are clear, documented, and subject to scrutiny. Reports and data inform performance management and quality assurance.
- **Independent oversight:** The Board of Governors includes Independent Governors who bring external expertise and impartiality. They chair governance boards and hold the executive to account.
- **Strategic alignment:** The governance framework supports delivery of the College's strategic plan, ensures compliance with regulatory expectations, and maintains a strong focus on student success.
- **Academic integrity and freedom:** Academic standards are protected through clear delegation to the Academic Board. The College upholds freedom of speech and academic freedom as public duties.
- **Student partnership:** Students are represented on governance boards and committees. Their views are actively sought and shape policy and practice.
- **Regulatory fitness:** Governance arrangements ensure that the College meets its legal obligations and maintains its conditions of registration with OfS and other statutory bodies.

This document should be read alongside key supporting instruments, including the Terms of Reference for governance and academic boards, the WIC Strategic Plan, the College’s Access and Participation Plan, the Risk Management Framework, and the College’s policies on academic freedom, student engagement, and value for money.

4. Background

WIC has a role to play in the economic development of the local and regional areas within which its campuses are situated across London and Birmingham. The governors recognise that these local areas are high growth areas, with skills development as a primary objective.

WIC delivers Higher Education (HE) programmes managed within the English regulatory and quality assurance requirements as regulated by the Office for Students (OfS). The College delivers HE provision to predominantly non traditional cohorts of learners. These learners, many with prior educational experiences or current life commitments, are not ordinarily catered for within mainstream UK higher education institutions and are collectively known as widening participation learners.

The College is approved to deliver franchised and validated HE provision, including foundation year curriculum and postgraduate programmes. WIC also has strategic ambitions to apply for and deliver its own degree awarding powers.

HE provision is managed and held accountable against a range of data records as established within the following external environment:

- Regulatory body: Office for Students (OfS)
- Funding and statistical bodies: Student Loans Company (SLC), Higher Education Statistics Agency (HESA), and National Student Survey (NSS)
- University awarding and partner organisations
- Local area organisations

Standards and quality of the HE provision are monitored against the ongoing Conditions of Registration with the OfS. Performance of WIC's business and educational operations is regularly monitored by management and governors, including through the maintenance and update of the institutional Risk Register.

5. The Governing Body

5.1 Governance Structure Overview

all aspects of academic delivery, student experience, institutional strategy, and risk management. The College separates strategic oversight from operational management and maintains a clear distinction between academic governance and business leadership.

The College has aligned its governance system with the OfS Public Interest Governance Principles, which require governing bodies to maintain significant independence. Independent Governors provide independent challenge and assurance, ensuring decisions serve the public interest.

Six governance boards report directly to the Board of Governors, each chaired by an Independent Governor:

- BOG Operational Board
- Audit and Finance Board
- Risk and Compliance Board
- Student Experience Board
- Public Information Board
- Quality and Data Board

The strategic direction is overseen by the Senior Leadership Team (SLT). Through the Principal, the SLT presents its plans, provides updates on implementation progress, and addresses questions at each Board meeting. The Board uses these meetings to scrutinise the College's progress and hold senior leaders accountable for institutional performance.

5.2 The Board of Governors

The Board of Governors is the highest authority within the governance structure at WIC. The Board holds full responsibility for the strategic direction, financial sustainability, academic standards, and regulatory compliance of the institution. It operates independently of the College's executive management.

The Board is composed of:

- A minimum of five Independent Governors, including the Chair
- At least one student governor, appointed through the College's student representation process

- Additional co-opted members, as approved by the Board, to ensure the range of expertise required for effective governance

The Board meets formally at least three times each academic year, with additional meetings scheduled as required. The Board maintains a formal skills matrix, updated annually, and undertakes an annual effectiveness review. An external review of governance effectiveness is commissioned at least once every five years.

5.3 Independent Governors

All Independent Governors must meet the fit and proper person criteria as defined by the OfS (Public Interest Governance Principle IX) and as set out in Section 6.3 of this Framework. They must:

- Submit an annual declaration confirming eligibility and disclosing any conflicts of interest
- Act in accordance with the Nolan Principles of Public Life
- Serve for a maximum of three terms of three years each, with eligibility for reappointment after a one year break

The Chair of the Board serves for a maximum of one term of three years and may continue as an ordinary member for two further terms. Note: Members of the Operations Management Committee (OMC) are not members of the Board of Governors. They may attend Board meetings to present reports and answer questions but do not participate in decision making.

5.4 Responsibility of the Board

The Board of Governors is responsible for:

- Setting and reviewing the College's strategic direction and long term objectives
- Ensuring financial sustainability, oversight of expenditure, and value for money
- Providing assurance on academic standards and quality, in collaboration with the Academic Board
- Approving the College's strategic and operational plans, risk management framework, and regulatory submissions
- Overseeing compliance with the Prevent Duty, safeguarding obligations, equality legislation, and data protection requirements
- Holding the Principal and Senior Leadership accountable for the College's performance, planning, and compliance
- Approving the Terms of Reference and membership of all boards and committees
- Commissioning Ad Hoc Panels where specific or time limited issues require focused governance attention
- Accepting responsibility for interactions with the OfS and its designated bodies (Condition E3)
- Ensuring the College's compliance with all conditions of registration and with the OfS accounts direction (Condition E3)
- Ensuring timely notification to the OfS of any changes affecting the Register entry (Condition E4)
- Ensuring compliance with OfS guidance on the electoral registration of students (Condition E5)

5.5 Governance Practices

The Board meets formally at least three times each academic year, with additional meetings scheduled as required. These meetings follow a structured annual calendar aligned with the College's academic cycle and external reporting obligations.

Board meetings receive reports from:

- The Principal and Senior Leadership Team
- The Academic Board
- The six independent led governance boards:
  - Audit and Finance Board
  - Risk and Compliance Board
  - Student Experience Board
  - Public Information Board
  - Quality and Data Board
  - BOG Operational Board

The Board maintains a formal skills matrix, updated annually, to assess the range of expertise on the Board and to guide recruitment. The Board undertakes an annual effectiveness review, which may include self assessment, external input, or independent facilitation. These reviews aim to strengthen governance culture and practice.

The College provides structured induction and development opportunities to all governors. Board members receive training on relevant areas such as risk, academic standards, student experience, and regulatory compliance.

The Chair of the Board works in partnership with the Principal and the College Secretary to ensure that meetings are well prepared, compliant with governance expectations, and focused on strategic matters.

The Board will commission an external review of governance effectiveness at least once every five years, in line with sector best practice.

6. Governance Boards

The Board of Governors delegates responsibility for oversight in key areas to six governance boards. Each board is chaired by an Independent Governor and includes at least one senior staff member and one student representative. The boards meet at least once per academic term and submit formal reports to the Board.

6.1 General Terms of Reference of Standing Panels

Each of the standing governance boards comprises at least three members, with a Chair who is independent and preferably experienced in the relevant field. A Governor is appointed as Chair of each standing board at the first meeting of the academic year; this appointment is reviewed annually through internal self review.

Each board will include at least one student member who has been elected as the student representative for that board. It may not always be possible, and is therefore not a requirement, for the student representative to also be a Governor. Any eligible student representative may be elected to serve on a board.

Board membership will therefore comprise a minimum of:

- One Independent Governor (serving as Chair)
- One College representative (senior member of staff)
- One student representative

The membership, quorum, frequency of meetings, and reporting requirements for each board are defined in the individual Terms of Reference, approved annually by the Board of Governors.

6.2 BoG Operational Board

The BOG Operational Board provides independent oversight of the implementation of Board decisions, strategic objectives, and regulatory requirements between formal Board of Governors meetings. Key responsibilities include:

- Monitoring implementation of the Board's strategic and regulatory action plans
- Reviewing progress against OfS Conditions of Registration, particularly B2, B3, and F3
- Considering reports on awarding partners and partnership organisations to ensure compliance and quality assurance
- Overseeing the timeliness and accuracy of all external submissions, including HESA and OfS statutory returns
- Coordinating cross-board progress and advising the Chair on urgent governance or regulatory matters between Board meetings

6.2 Audit and Finance Board

Provides oversight of financial sustainability and compliance with regulatory requirements for the management of public and private funds. Key responsibilities include:

- Monitoring income, expenditure, and forecasting
- Reviewing budget performance, financial reports, and variances
- Overseeing internal and external audit processes
- Ensuring the College maintains value for money for students and taxpayers

6.3 Risk and Compliance Board

Oversees institutional and academic risk, legal compliance, and statutory duties. Key responsibilities include:

- Reviewing and maintaining the College's risk register and risk management methodology
- Evaluating compliance with OfS registration conditions
- Monitoring safeguarding, harassment, and sexual misconduct procedures

- Ensuring that health and safety obligations are met and receiving assurance from the H&S Officer
- Monitoring the College's Prevent Duty compliance
- Receiving security risk reports and assurance from the College's security arrangements
- Investigating and reporting any conflicts of interest

6.4 Student Experience Board

Ensures the student voice informs the College's strategic and operational decisions. Key responsibilities include:

- Reviewing feedback from student surveys including NSS and SES
- Monitoring participation in academic and pastoral support services
- Evaluating OfS B3 performance indicators (continuation, completion, and progression rates)

Overseeing the student representation system and student voice mechanisms

6.5 Public Information Board

Monitors the accuracy, accessibility, and compliance of published information and communications. Key responsibilities include:

- Ensuring compliance with consumer protection law, CMA guidance, and new OfS Condition C5 (Treating Students Fairly) expectations
- Reviewing marketing strategy and ensuring information is clear, accurate, and accessible to prospective and current students
- Overseeing compliance with UK GDPR and data security standards
- Ensuring the published version of the Student Protection Plan (owned by the Risk and Compliance Board and Student Experience Board) is accurate, accessible, and clearly presented to students and in compliance with Condition C3
- Ensuring the published version of the Access and Participation Statement (monitored by the Academic Board and Student Experience Board) is accurate, accessible, and clearly presented to prospective and current students (Condition A2)

6.6 Quality and Data Board

Provides assurance on academic quality and data integrity. Key responsibilities include:

- Reviewing academic performance data, including continuation, completion, and progression rates against OfS B3 thresholds
- Overseeing the development and review of academic policies and quality cycles
- Monitoring internal and external data reporting schedules, including HESA returns (F4)
- Advising the Academic Board and Board of Governors on trends and emerging risks

6.7 Ad Hoc Panels

The Board of Governors may establish short term panels to address specific issues, investigations, or projects that fall outside the remit of the standing governance boards. These panels are usually chaired by an Independent Governor appointed by the Board.

Ad Hoc Panels are convened to:

- Conduct investigations or reviews
- Advise on complex or urgent governance matters
- Oversee senior appointments or significant policy reforms
- Respond to external inspections or audit requirements

Each panel operates with delegated authority from the Board of Governors and is accountable to it. The panel must act within the scope of its written terms of reference or commissioning brief. Panel members are expected to observe the same ethical standards, confidentiality, and public interest duties as Board members.

Once the panel completes its remit, it submits its findings and recommendations to the Board of Governors. The Board considers these and formally closes the panel.

7. Accountable Officer (OfS Condition E3)

In accordance with OfS Condition E3, the Board of Governors nominates a senior officer of the College as the Accountable Officer. The Accountable Officer is responsible for:

- Acting as the named point of contact between WIC and the OfS for matters relating to registration, regulatory compliance, and formal communications
- Signing off on regulatory submissions, HESA returns, and the College's annual OfS Provider Monitoring Return
- Ensuring the Board of Governors is informed of any matters that could affect the College's compliance with its conditions of registration
- Confirming the accuracy of the information held in the College's entry on the OfS Register
- Ensuring the College co-operates with any OfS monitoring, investigation, or audit activity

The Accountable Officer is the Principal of Waltham International College. The nomination of the Accountable Officer is reported to the OfS as required and is updated promptly should the role change.

The Accountable Officer has direct access to the Chair of the Board of Governors and may escalate any regulatory concern to the Board without delay.

8. OfS Register Notifications (OfS Condition E4)

The Board of Governors is responsible for ensuring that the OfS is notified of any change that affects the accuracy of the information contained in the College's entry on the OfS Register, as required by Condition E4.

7.1 What Constitutes a Material Change

Material changes that must be notified to the OfS include, but are not limited to:

- Changes to the legal name, legal form, or registered address of the College
- Changes to the ownership or control structure of the institution
- Significant changes to the scope or nature of higher education provision
- Changes to degree-awarding arrangements or awarding body partnerships
- Changes to the Accountable Officer or senior governance personnel
- Any matter that could significantly affect the College's ability to comply with its conditions of registration
- Significant deterioration in financial position or viability

7.2 Notification Process

On becoming aware of a material change, the relevant senior officer must notify the Principal and the Chair of the Board of Governors immediately. The Accountable Officer is responsible for notifying the OfS within the timescale specified by OfS guidance (typically within 28 days, or immediately for urgent matters). All notifications are logged by the College Secretary and reported to the BOG Operational Board and Board of Governors. The College will co-operate with any OfS queries arising from such notifications.

9. Electoral Registration of Students (OfS Condition E5)

In accordance with OfS Condition E5, the College will comply with guidance published by the OfS to facilitate, in co-operation with electoral registration officers, the electoral registration of students. The Student Experience Board has oversight responsibility for this obligation and will ensure that:

- Students are informed of their right to register to vote at enrolment and induction
- The College cooperates with local electoral registration officers as required
- Compliance with this condition is reported to the Board of Governors annually

10. Management and Academic Structure

9.1 Overview

WIC maintains a range of management and academic structures to support delivery of its strategic and academic objectives. These operate under the leadership of the Principal through the Operations Management Committee (OMC) and report to the Board of Governors through scheduled reporting cycles. The College ensures a clear distinction between governance and management.

Academic governance operates under the delegated authority of the Board of Governors. The core elements of the structure include:

- The Academic Board, which is the highest academic authority and reports directly to the Board of Governors
- Programme Boards, which oversee course level delivery and student progress

- Assessment Boards, which confirm marks and awards in collaboration with awarding partners

The College preserves the independence of academic governance by ensuring that it is clearly separated from operational management. An Independent Governor may chair the Academic Board or serve as a member, reinforcing transparency and accountability.

9.2 Senior Leadership Team (SLT)

The Senior Leadership Team (SLT) is the College's highest executive body. It is not part of the formal governance structure. The Board of Governors holds the SLT accountable for delivery of strategic plans, student experience, regulatory compliance, and resource management.

The SLT is chaired by the Principal and includes senior postholders as determined by the Principal.

9.3 Operations Management Committee (OMC)

The OMC is an internal management forum chaired by the Principal. It brings together managers responsible for key operational areas including Registry, Student Welfare, HR, Estates, Finance, IT, and Marketing. The OMC meets fortnightly to:

- Monitor student enrolment, attendance, retention, and progression
- Oversee safeguarding, Prevent, and harassment protocols
- Coordinate departmental planning and resource allocation
- Monitor the implementation of strategic plans and quality improvement actions
- Track operational risks and address emerging concerns
- The OMC does not hold governance authority and reports to the Board through the Principal.

9.4 Academic Board

The Academic Board is the highest academic authority within the College. It has delegated responsibility from the Board of Governors for academic standards, curriculum quality, regulatory compliance with awarding bodies, and the integrity of teaching, learning, and assessment processes. The Academic Board reports directly to the Board of Governors.

The College preserves the independence of academic governance by ensuring clear separation from operational management. An Independent Governor may chair or sit as a member of the Academic Board. The Academic Board provides formal assurance to the Board of Governors on:

- Programme approval, design, and delivery (OfS Conditions B1 and B4)
- Resources and support for effective student engagement (B2)
- Student continuation, progression, and completion rates against OfS B3 thresholds
- Assessment integrity and credibility of awards (B4 and B5)
- Curriculum innovation and quality enhancement (B6 and B7)

9.5 Programme Boards

Programme Boards operate at course level and are responsible for monitoring academic delivery, student achievement, assessment outcomes, and learning resources. They report to the Academic Board and meet at least once per term.

9.6 Assessment Boards

Assessment Boards are held in collaboration with university partners and awarding bodies. They ensure the consistency and validity of assessment decisions, confirm marks, progression, and awards, and review mitigating circumstances and academic misconduct outcomes.

9.7 Academic Management Meetings

Academic Management Meetings focus on coordinating programme delivery, resolving operational academic issues, and ensuring alignment with strategic priorities and quality standards. These meetings maintain strong links with the following specialist forums:

- **Ethics Panel:** Ensures that academic practices and research activities adhere to ethical standards.
- **Teaching and Learning Meetings:** Share best practices, enhance pedagogy, and improve student learning experiences.
- **Academic Development Meetings:** Support curriculum innovation, staff development, and continuous improvement in academic provision.

9.8 Student Management Committee (SMC)

The SMC oversees pastoral support, student welfare, and engagement initiatives. It monitors trends in attendance, progression, and student participation, uses data to assess risk, and directs interventions as needed. It reports to the OMC and supports the work of the Student Experience Board.

9.9 Admissions and Induction Panels

Admissions and Induction Panels meet at key points in the academic cycle to review the effectiveness of the College's admissions and onboarding processes. They advise both the Academic Board and the Public Information Board.

Responsibilities include:

- Reviewing recruitment outcomes and lessons learned from each admissions cycle
- Evaluating admissions processes and compliance with the Access and Participation Plan and Statement
- Assessing the effectiveness of induction and student onboarding information
- Advising on improvements to preenrolment communications and applicant support

11. Governance Instruments

10.1 Policies and Frameworks

All College policies are reviewed on a scheduled basis and must be approved by the relevant governance or academic board. Key governance related policies include:

- Risk Management Policy and Framework
- Freedom of Speech and Academic Freedom Policies

- Value for Money Statement
- Safeguarding and Prevent Policy
- Data Protection and GDPR Policy
- Student Engagement Policy
- Academic Regulations and Quality Assurance Framework
- Student Protection Plan (Condition C3)
- Access and Participation Statement (Condition A2)
- College Security Policy
- Health and Safety Policy
- IT and Acceptable Use Policy

The Board of Governors retains final authority for the approval of policies relating to governance, regulatory compliance, and risk.

10.2 Strategic Quality Aspirations

The College uses performance indicators and feedback mechanisms, including those linked to the Teaching Excellence Framework (TEF), to inform strategic planning. The Board of Governors reviews academic KPIs and outcome trends to ensure that student success, progression, and graduate outcomes remain central to the College's mission.

The College is committed to meeting the expectations of OfS Condition B7, which requires all providers to maintain mechanisms for continuous improvement in academic quality. These mechanisms are embedded into the annual monitoring cycle and are supported by robust governance oversight.

The Academic Board and Student Experience Board both contribute to the monitoring of the College's Access and Participation Plan and Statement, which set out institutional commitments to improve access, success, and progression for students from underrepresented backgrounds. Performance against this plan is regularly reviewed by the Board of Governors as part of its strategic responsibilities.

10.3 Action Planning and Monitoring Cycles

Each board and committee is required to produce and maintain an action plan. These plans are reviewed regularly and summarised in board reports submitted to the Board of Governors. The College operates an overarching annual planning cycle:

- Academic actions are consolidated and overseen by the Academic Board
- Operational actions are consolidated and overseen by the SLT and the Operations Management Committee (OMC)
- Governance level actions are tracked by the Clerk to Governors and reported to the Board of Governors

Annual Monitoring Reviews are conducted in preparation for each new academic year and include evaluations of performance against strategic targets, quality indicators, and regulatory thresholds.

10.4 Schedules and Reporting

A consolidated calendar of governance meetings is published each summer for the upcoming academic year. This calendar is maintained by the Clerk to Governors in collaboration with the Quality Office and is shared with all governors, senior staff, and student representatives.

The calendar includes:

- Board of Governors formal meetings (minimum three per academic year)
- Governance board meetings (minimum once per academic term for each of the six boards)
- BOG Operational Board meetings (fortnightly, or as required by the Chair)
- Academic Board and Programme Board meetings
- Internal and external reporting deadlines, including HESA and OfS submission dates

The Cler to Governors, in collaboration with the Quality Office, maintains oversight of scheduling, documentation, and compliance. Any changes to the published calendar are communicated promptly to all relevant parties.

10.5 Information Systems and Transparency

The College uses its internal SharePoint and Microsoft Teams system to manage the secure storage and controlled access to minutes, action plans, and governance documents. The Board of Governors is committed to transparency and publishes key documents on the College website, including:

- The Governance and Management Framework
- The Strategic Plan
- Policies on academic freedom, safeguarding, freedom of speech, and value for money
- An up to date Student Protection Plan
- Non confidential board minutes and annual reports
- The Access and Participation Statement

12. Compliance with OfS Public Interest Governance Principles

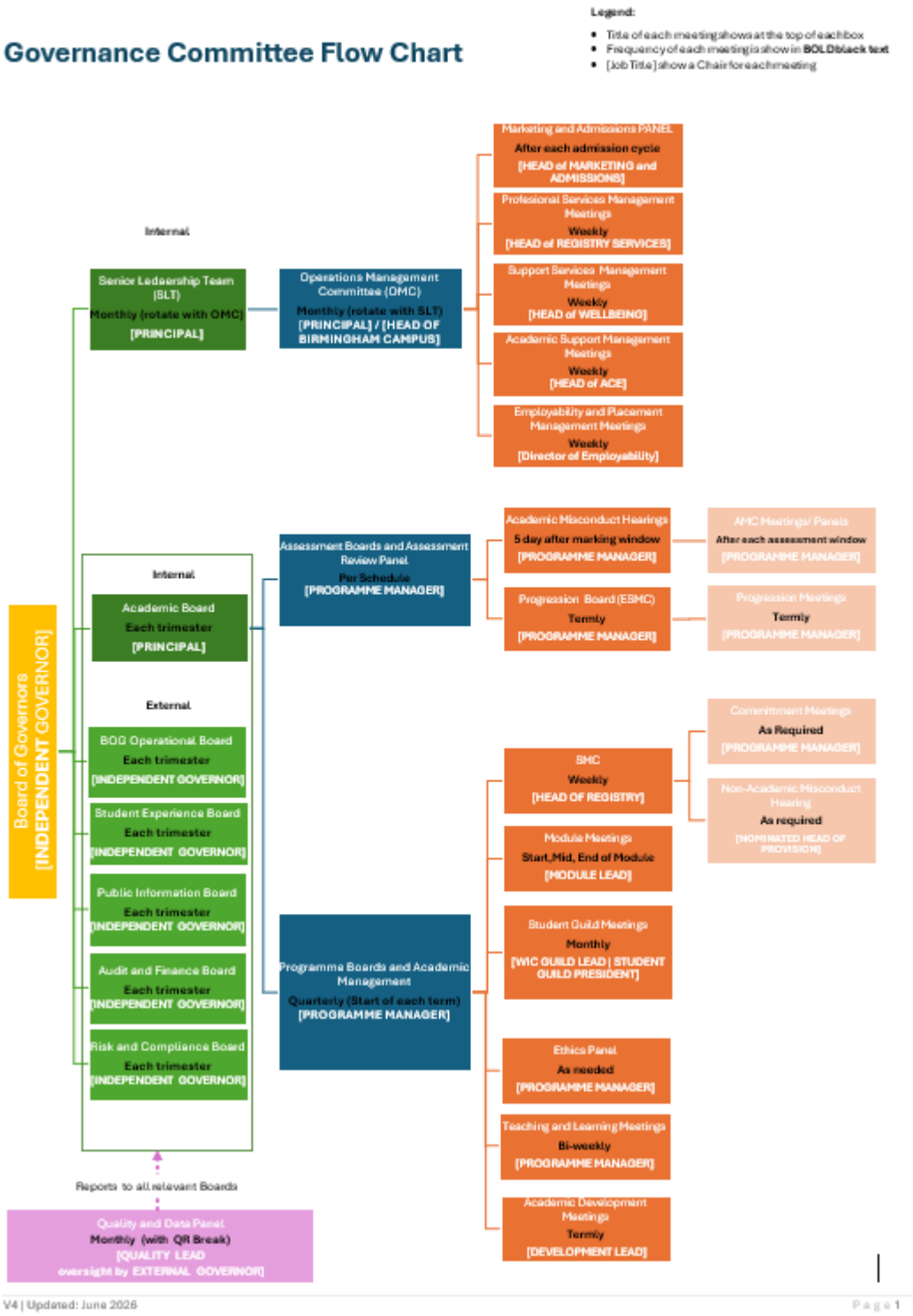
This section confirms WIC's approach to each of the nine Public Interest Governance Principles applicable to all registered providers (OfS Annex B).

Ref	Principle	WIC Approach
I	**Academic Freedom**	Academic staff have freedom to question received wisdom and put forward new ideas without jeopardising their employment. The College's standalone Academic Freedom Policy supports this principle.

II	**Accountability**	WIC operates openly, honestly, and accountably. Governance arrangements, board minutes, and key policies are published. Independent Governors provide external challenge.
III	**Student Engagement**	All students have opportunities to engage with governance. Student governors and student representatives sit on all governance boards and committees.
IV	**Academic Governance**	The Academic Board provides formal assurance to the Board of Governors on academic quality and standards through explicit governance protocols.
V	**Risk Management**	The Risk and Compliance Board maintains the Risk Register and oversees comprehensive corporate risk management arrangements, including academic, financial, operational, and compliance risk.
VI	**Value for Money**	The Board of Governors ensures adequate and effective arrangements for transparency about value for money for all students. The Value for Money Statement is published annually.
VII	**Freedom of Speech**	The College complies with the Higher Education (Freedom of Speech) Act 2023. External speaker protocols and student and staff guidance are maintained and reviewed by the Board.
VIII	**Governing Body**	The size, composition, diversity, skills mix, and terms of office of the Board are appropriate. An annual skills matrix guides recruitment. A minimum of five Independent Governors is maintained.
IX	**Fit and Proper**	All governors and senior leaders meet the OfS fit and proper person criteria. Annual declarations are completed, and conflicts of interest are declared and managed.

13. Appendices

12.1 Appendix 1: Governance Committee Flowchart



12.2 Appendix 2: Terms Of Reference (ToR)

This summary table provides an overview of the membership chair, meeting frequency, quorum, and reporting lines for each board, panel, and committee referenced in this Framework. Detailed Terms of Reference (ToR) for each body, including full membership, duties, and protocols, are maintained separately and are available upon request from the College's Quality and Compliance Office.

Board / Committee	Chair	Frequency of Meeting	Quorum	Reports To / Reporting Line
Board of Governors (BoG)	Independent Governor (Chair)	At least 3 times per academic year, plus additional meetings as required	≥50% of eligible governors, incl. min. 3 Independent Governors	Apex governance authority. Receives reports from all six governance boards, the Academic Board, and the OMC (via the Principal).
BoG Operational Board	Independent Governor	At least fortnightly, plus additional meetings as required by the Chair	≥3 Independent Members present, incl. Chair or Deputy Chair of BoG, plus the Principal	Reports directly to the Board of Governors. Receives updates from SLT, OMC, and other governance boards.
Audit and Finance Board	Independent Governor	Each trimester, before the Board of Governors meeting	100% of minimum panel membership	Reports directly to the Board of Governors. Receives operational updates from OMC and strategic oversight reports from SLT on resource use, budgets and financial sustainability.
Risk and Compliance Board	Independent Governor	Each trimester, before the Board of Governors meeting	100% of minimum panel membership	Reports directly to the Board of Governors. Receives operational updates from OMC and strategic oversight reports from SLT on Safeguarding, Prevent, Harassment & Sexual Misconduct, and Health & Safety matters.
Student Experience Board	Independent Governor	Each trimester, before the Board of Governors meeting	100% of minimum board membership	Reports directly to the Board of Governors. Receives operational updates from OMC and strategic oversight reports from SLT on student experience and engagement matters.

Board / Committee	Chair	Frequency of Meeting	Quorum	Reports To / Reporting Line
Public Information Board	Independent Governor	Each trimester, before the Board of Governors meeting	100% of minimum board membership	Reports directly to the Board of Governors. Receives operational updates from OMC and strategic oversight reports from SLT on marketing and student recruitment performance.
Quality and Data Board	Independent Governor	Quarterly, one month ahead of all other boards	50%	Provides assurance to the Board of Governors on data integrity, academic quality trends, and the institutional data and policy calendars.
Academic Board	Principal	Each trimester, plus additional meetings as required	50%	Highest Academic Authority. Sends minutes and data to the Board of Governors for approval/ratification, and to the OMC for information.
Senior Leadership Team (SLT)	Principal	Monthly, plus additional meetings as required	50%	Highest Operational Authority. Minutes sent to the Board of Governors. Reviews the same operational areas as OMC at a strategic level; formal Board-level assurance and sign-off remains with the relevant governance board.
Operations Management Committee (OMC)	Principal (or nominated deputy)	Monthly (rotating with SLT)	50%	Day-to-day operational authority. Minutes sent to SLT. Discusses safeguarding, Prevent, harassment, student experience/engagement, marketing, H&S, and data-return matters operationally, escalating to the relevant governance board for formal assurance.