

1.0 Governance and Strategy

1.1. Governance and Management Framework

Version Number 9

Reviewed by Principal (August 2024)

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 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 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 a 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 standalone policy.	Annual Review	Head of HE	Jul/Aug 2022
7	August 2022	- Inclusion of Student Experience Panel, Elected SR for each panel and Board - Alignment with the Code of Governance for Independent Providers of HE	Annual Review	Vice Principal	August 2023
8	June 2024	- Reflected 100% HE provision - Reflected new governance structure	Update following annual review	Quality Lead	August 2024
9	August 2024	General update and refresh	Annual Review	Quality Lead	August 2025
10	August 2025	No changes	Annual Review	Quality	August 2026

External Reference Points

The design and content of this document are 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
- Code of Governance for Independent Providers of HE (IHE)

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
- WIC Policy Statement on Risk and all associated Risk Management Documents

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Introduction

1. Waltham International College (The College or WIC) has adopted the following 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.

Background

3. The College has a role to play in the economic development of the local and regional areas within which its campuses are situated across London. The governors believe that the local areas are high-growth areas, with skills development as one of its primary objectives.
4. WIC delivers Higher Education (HE) programmes managed within the English regulatory and quality assurance requirements as regulated by Office for Students (OfS). The college delivers HE provision to predominantly non-traditional cohorts of learners. These learners, many with historic educational experiences or current life-commitments, are not ordinarily catered for within UK mainstream HE institutions and are collectively known as widening participation learners.
5. 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 approval of and deliver own degree awarding powers.
6. The HE provision is managed and accountable against a range of data records as established within the following external environment:
 - Regulatory body: Office for Students (OfS)
 - Funding Bodies: Student Loans Finance (SLC), Statistical agencies: HESA, and NSS
 - University Awarding and partner organisations
 - Local Area organisations
7. Standards and Quality of the HE provision are monitored against the ongoing conditions of registration with OfS.
8. Performance of WIC business and educational operation is regularly monitored by management and governors including the use and update of a Risk Register.

Section 1: The Governing Body

Basic Structure of the College

9. WIC's governance structure enables operational management of the college, through a deliberative committee structure primarily through the

- Academic Board – providing oversight of academic governance;
- Operations Management Committee (OMC) – ensuring optimum use of resources, functional administration and student support.
- Board of Governors (BOG)
- Governor-led panels – Public Information, Risk, Student Experience, Finance

10. The Academic Board, and OMC make up the leadership and management bodies of the College. BOG oversees the activities of Leadership and Management through receipt of regular reports outlining how the College's strategy and BOG's strategic direction are being implemented and evaluation of the outcomes. Each panel also reports on progress made with key actions and operational projects.

Membership of the Board of Governors

11. By design, the size, composition, diversity, skills mix, and terms of office of the Board of Governors of Waltham International College are maintained as appropriate for the nature, scale, and complexity of the College and adhere to the ten principles of the Code of Governance for Independent Providers of Higher Education and regulatory expectations. For current and anticipated operating conditions, the Board of Governors will be composed of as below:

- A minimum of five governors who are independent of the College. Independent members' terms of office are limited to a maximum of three terms of three years or two terms of four years.
- Skills mix of independent members include individuals possessing either
- knowledge and understanding of the needs of the local community or businesses
- background, experience in and thorough knowledge of government policy or has worked in management or quality assurance in UK HE
- expertise in Finance and Accounts, Audit and Compliance or Law
 - At least one representative from each of the college's deliberative structures may sit on the Board of Governors. These are to represent the Operations Management Committee (OMC), and HE Academic Board.
 - At least one student on the Board of Governors and the Academic Board.

Summary of the Responsibilities of the Board of Governors

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

13. The Board of Governors has been assigned legal responsibilities for the governance of the College by the Director(s). The Board of Governors:

- maintains oversight of the College to provide high standards of education and accessible and equitable educational opportunities for all the students
- sets the strategic direction for the College, including aims and objectives
- takes corporate decisions about the regulatory requirements within the business environment
- is the primary decision-making body with collective responsibility for the long-term success of WIC and for determining the organisational objectives, values, culture and strategy necessary to deliver that long-term success
- provide confident, strategic leadership and create strong accountability for, and oversight and assurance of, educational performance to ensure continuous and sustainable improvement
- 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

14. The Board of Governors holds the college's management structure accountable for the quality of education, achievement of learning, high standards of student experience, quality of education, achievement of learning, high standards of student experience and value for money. The BOG, therefore, plays a strategic role in the running of the College. 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 college management. The Board supports the Principal and all staff, maintaining good relationships with them. The Board provides advice and support.

15. BOG delegates operational 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, committees and panels.

16. 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.

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

18. 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.

19. 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 allocation of duties to eliminate duplication of tasks are thoroughly communicated to remove ambiguity.

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

Standing Panels

21. BOG comprise of 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 communicate through reports. These reports contain recommendations and action plans, which form part of the standing agenda items for the Board of Governors.

22. The Standing Panels are **Academic, Finance, Risk, Public Information, and Student Experience** each chaired by an Independent Governor.

General Terms of Reference of Standing Panels

23. Each of the Standing Panels comprise of at least three members with a Chair who is Independent and preferably experienced in the field. A Governor is appointed as chair of standing the relevant Panels at the first meeting of the academic year and this will be reviewed annually through internal self-review. Each Panel will have at least one student member who has been elected to be the student representative for that particular Panel. It may not be possible and therefore not necessary for the student representative to also be a Governor. Any student representative can be elected to serve on a panel.

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

- One Independent Governor
- One College representative
- One student

25. The **Finance Panel** advises the Board of Governors on the college's financial matters.

26. The **Risk Panel** is responsible for identifying and evaluating potential risk areas and appropriately advises the Board concerning risk mitigation.

27. The **Public Information Panel** conducts regular reviews of published information, compliance with consumer legislation and CMA guidance, and identifies any issues concerning the information available to students and applicants.

28. The **Student Experience Panel** is tasked to ensure that students' voice is heard in the key areas of the College, the inter-relationship between the college and student body as enabled through the WIC Student Guild, and that the College operates efficiently and effectively to the benefit of students.

Ad hoc/ Task and Finish Panels

29. From time to time as required, the Board of Governors may appoint other panels to investigate and evaluate time-limited specific issues and report back to the Board with appropriate recommendations in accordance with established terms of reference. Independent Governors will ordinarily chair these. These panels may consider, for example:

- HR activities: Including the appointment of key staff and advice on Pay rates for the senior team
- Business development and strategic partnerships
- Curriculum development

Governance Protocols for all Panels

30. The Chair of each panel reports formally to the Board of Governors regarding the panel's proceedings 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.

31. Each Panel is to consider and advise the Board of Governors on any relevant new developments in the market and/or regulatory environment within their terms of reference.

Frequency and Outputs of meetings

32. Standing Panels are scheduled to meet three times per academic year, at least termly, following the published calendar of Board of Governors meetings, with outputs considering the following:

- Meeting minutes
- Action plans
- Recommendations
- Reports

Basis of the design of the Governance Structure

33. WIC Governance is based upon the established sector principles.

Compliance with Public Interest Governance Principles

34. Underlying the governance structure's actual construction are 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 will also be applicable.

Academic governance

35. The Board of Governors are responsible to ensure an appropriate framework is in place for academic governance and the management of academic risk which ensures that academic standards are maintained and quality is enhanced in line with the OFS guidance principle on Academic Governance.

36. 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).”

37. The Board of Governors has delegated responsibilities for the Academic Governance to the Academic Board for the HE provision. This maintains 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. It scrutinises the reports and questions any aspect of Academic Governance. The Board of Governors may request the minutes of the Academic Board at any time and can appoint panels for further clarification on Academic Governance. The Academic Board membership includes at least one governor to examine and scrutinise the business and outcomes of the board.

Academic Freedom and Freedom of Speech

38. 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:

“Academic freedom: Academic staff at an English higher education provider have freedom within the law:

- *to question and test received wisdom, and*
- *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*

“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”.

39. 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 assuming oversight of this principle.

40. 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 this within the policy where it overlaps with the Prevent Duty.

Accountability

41. 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”

42. 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 facilitates openness, accountability and integrity with standing agenda items that facilitate accountability.

43. 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 Chair of Governors in collaboration with 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.

44. The Board of Governors expects student participation at committee, board, and panel level. Students employ the same rights to vote and make decisions as 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.

45. The structure encourages the College to operate openly, honestly, accountably and with integrity demonstrating 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

46. Board members are expected to discharge their duties to a high standard of professionalism, act with integrity, and conduct themselves openly and transparently, with appropriate regard to confidentiality to ensure they adhere to the fit and proper expectations as set out below:

“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.”

47. 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 and are required to declare such an interest. The Risk and Compliance Panel also investigates, collects, and reports information regarding any conflicts of interest.

Student Engagement

48. The Board of Governors promotes and upholds student engagement as a critical aspect of its construction. Students have opportunities to engage with the College's governance through their representation at committee, board, and panel level discussions of the College. Student representation may be through direct engagement with the student body or via the student-elected officers of the WIC Student Guild.

49. The only exceptions to the requirement for such representation of students are at the Operations Management Committee, Student Management Committee, and Assessment and Awards Boards (for validated provision). Meetings of these often deliberate on personal issues concerning other students or members of staff.

50. The student body appoints members to relevant 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 in committee and board decisions ensures that each committee is accountable to the students.

51. Student opinion is collected and considered at relevant meetings 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 and via the WIC Student Guild to express their opinions and perspectives on the College's management, performance on student experience and how Academic Quality and Standards are maintained. During all its sessions, the Board of Governors reflect on the results of all consultations with students.

52. The Student Experience Panel and the WIC Student Guild provides additional opportunity for feedback on the leadership, management and coordination of all student-facing services, and academic and professional support activities undertaken by the College.

Risk management:

53. 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.”

The Board of Governors have oversight of key policies and procedures and has overall responsibility for risk management and internal control. Through the Risk and Compliance Panel, the Board ensures the identification, analysis, and contingency arrangements to mitigate the impact of risks. The Governors maintain a risk register in line with the relevant policy that outlines the College's approach to risk and identifies all potential risk areas and mitigating actions.

Value for money

54. 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.”

55. The WIC 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.

56. The Board of Governors has made arrangements for the 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

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

58. *“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.”*

59. Where the College secures access to public grants, its Policy Statement on Value for Money allows it to comply with the following principles:

Regularity:

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

Propriety:

61. The Board of Governors is required to show transparency. Whilst the Risk Panel monitors and checks on risk, the Finance Panel will report on 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 costs relating to public funds.

Section 2: College Leadership & Management Structures

62. The Board of Governors directs vital discussions of the Academic Board and, where appropriate, commissions ad-hoc panels to investigate issues and recommend actions to the board. It ensures transparency and has experienced independent members who scrutinise, challenge and hold institution management to account for their decisions.

63. The Academic Board oversees the academic operation within the college through delegated responsibility from the Board of Governors, that is, the Academic Board have oversight of Academic Governance. Therefore, they are responsible for setting and maintaining Academic and Quality Standards and ensuring curriculum design is appropriate for the enhancement of the student experience and achievement of the desired award.

64. The Academic Board is primarily responsible to facilitate the College's sustainable growth without compromising on Academic Standards and Quality; for example, future growth will depend on introducing new programmes.

65. Therefore, the Board of Governors receives and tests assurance that academic governance is adequate and effective through explicit protocols with the Academic Board including receipt of minutes and papers of quarterly meetings.

66. The Academic Board maintain oversight of new and existing programmes (design, development/approval and delivery), establish and review policies, and take the ultimate responsibility to maintain academic standards and quality. The Head of HE has oversight of academic standards. The Academic Board is also responsible for the overall performance of the programmes of study. They monitor and manage student performance, retention, achievement and progression for each provision. Therefore, they are responsible for the Assessment Boards in collaboration with the awarding university.

67. The Academic Board is responsible for setting and monitoring the college's enhancement strategy and policies and ensuring its successful implementation.

68. The Academic Team is led by the Academic Lead who is responsible for the operational running of the programmes including the distribution of resources, for example, setting and managing the effectiveness of timetables, allocating academic staff. Student support including student administration is overseen by the Registrar, with student and welfare services being directed by the Head of Student Support Services in collaboration with registry.

69. Programme Boards ensure programmes are running smoothly, ensure academics plan teaching resources and assessment instruments effectively and that these are appropriately applied. Programme Boards report into the Academic Board.

70. Students voice is captured through attendance of 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. Student-elected officers of the WIC Student Guild also contribute to monitoring and evaluating college enhancement activities with the express purpose to ensure student experience is upheld and academic standards maintained.

71. The Operational Management Committee, chaired by the Principal, receives and oversees the overall strategy of the College, and ensures that required resources are appropriately available. It oversees all critical “business” functions of the College, including Human Resource Management, Marketing, Accounting and Finance, IT and student information services, and facilities management.

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

- Assessment Boards, which contribute to the maintenance of assessment standards and quality in collaboration with university partners. Assessment Boards are part of the Academic Board.
- Student Management Committee oversees the student support arrangements and how these impact attendance, retention, and participation in Teaching, Learning and Assessment activities. This committee uses risk measures to forecast attendance, retention and participation 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 with recommendations for the WIC information strategy to the Public Information Panel. This also incorporates the monitoring activity of WIC’s approved Access and Participation Plan by the Widening Participation Action Team (WiPAT)
- Student induction panel. This Panel also reports to the Academic Board and advises the Public Information Panel on the use and effectiveness of information given to students on induction

Section 3: Governance and Management Elements

Deliberative Bodies and their Protocols

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

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

75. Each of these bodies operate to a specific terms of reference (ToR), dictating the membership, frequency of its meetings and the nature of its business. TOR of each committee is structured to ensure that extensive deliberations concerning the implementation of policies, availability of resources, and educational effectiveness occur at the operational levels and throughout the academic cycle. The higher committees approve decisions, recommendations, action plans and completed actions of the more operational committees, and develop, amend, or introduce policies where necessary.

76. No staff member can chair two committees. Senior members of staff who chair higher committees cannot be members of the lower committees. However, they can attend meetings of such more operational committees as observers or where they are required to report to the relevant 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 by invitation to give evidence or information, and are not involved in the deliberations of the panels.

Clerical Roles

77. Each board, committee and panel to be served by an internal staff member for all clerical duties. All minutes of such bodies shall be kept securely on the college central information management system. Staff with clerical responsibilities will have access to the relevant 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	Quality Officer
Operations Management Committee	Secretary
All Board Panels except Ad Hoc Panels	Quality Officer
Ad Hoc Panels	Appointed by the Board Chair as necessary
Teaching and Learning Committee	Academic Admin
Programme Boards	Member of Academic Staff (alternating)
Assessment Boards	Member of Academic Staff (alternating)
Staff-Student Liaison Meetings	Student Representatives

78. All schedules of meetings will be released in July each year for the next academic year. The Quality Office (or delegated colleague) is responsible for preparing the schedule of meetings, which will be approved and published by the Public Information Panel.

Governance Instruments

79. Policies and action plans are vital instruments of the College's governance. Therefore, these action plans are reviewed regularly in accordance with the schedule of the policy tracker, often annually or as necessary.

80. Regular reviews are another critical governance instrument. These usually occur by the end of the academic year and are approved in August/September in readiness for the new academic year. Each annual review results in an action plan, which lays out the plans for the following year.

81. During the Annual Monitoring Review, all Academic action plans are drawn together into the 'Overarching Action Plan' overseen and approved by the Academic Board. Similarly, operational actions are drawn into an 'Overarching Action Plan' overseen and approved by the Operations Management Committee (OMC).

82. The College has invested in and maintains 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 Internal SharePoint and are accessible to staff and students, as necessary.

Key Principles and responsibilities in upholding Freedom of Speech

83. 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

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

Staff and Students

85. 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.

86. Staff and students exercise this without forgetting that the College has a diverse population and with due regard 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

87. The Academic Board will exercise their 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 to other members of the College, in promoting their views

88. As part of their regular reports to the Board of Governors, and the Academic Board 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 will also report recent developments in academia and integrate new developments into the College.

The Governing Body

89. 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 staff losing their privileges within the College.

The Prevent Duty

90. The Board of Governors has 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.

91. 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

92. 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 policies or objectives they represent but will ensure that external speakers access the college community safely and within UK law.

93. The Board of Governors, therefore, ensures that the College has in place

- Requirements to ensure that members, students, visitors of the College and Visiting Speakers exercise freedom of speech
- 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.

- Communication with 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.
- 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
- 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 the lawful outcome is achieved.
- Requirements for the scrutiny of external agencies, individuals, or speakers to ensure that they do not breach the limits of freedom of speech.
- 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
- Clear instructions for organising events with external contribution and outline roles and responsibilities for vetting external speakers