



West London College
of Business & Management Sciences

WLCBMS

College Governance

1. Introduction

Welcome to the WLCBMS Corporate and Academic Governance Handbook.

This Handbook sets out responsibilities and requirements relating to financial and academic governance and management.

The Handbook describes a financial framework for WLCBMS and reflects accountability to its employees and to the public, and the freedoms that they need over their day to day business.

The West London College of Business & Management Sciences (WLCBMS) was formed in 2005 (Registered as Private Limited Company by Shares), as an education establishment of excellence and innovation offering courses and training to home and overseas students.

Our aim is to give support and enable the students to participate in Higher Education and Further Education so that, on completion of their studies, they are able to contribute to equality and social justice.

WLCBMS courses cater for students in the areas of Business, Management, Computing, Health & Social Care, Law and English Language which help students in becoming high quality professionals and building their careers in this competitive market.

All courses lead to qualifications recognised by industry. Participants can attend courses and trainings on a full, part-time and distance learning basis.

2. Mission Statement

“WLCBMS aims to provide quality education, to maximise the potential of our learners and promote individual achievement at the highest level”

3. Vision

WLCBMS aspires to be the higher and further learning organization of choice, by creating engaging lifelong educational relationships that inspire and support all learners to increase their capacity for personal growth and positive social change.

4. Core Values

WLCBMS core values and beliefs are:

- Place the interest of learner at the centre of our activities
- Create a challenging academic environment by dedicated teaching
- Productive internships and intensive career counseling
- Adherence to common ethical and moral standards
- Diversity
- Equality
- Shared governance
- Community service

5. Supporting Values

- Inclusiveness/ Diversity
- Innovation
- Collaboration/ Partnerships
- Excellence
- Integrity
- Communications
- Leadership
- Respect.
- Stewardship

6. Strategic Objectives

WLCBMS strives to maintain high quality of teaching and learning to promote excellence supported by continuous professional development, learning and teaching initiatives. The main objectives are:

- To provide better quality services
- To get the maximum productivity from employees
- To achieve the targets well in time
- To deal the external organizations professionally
- To increase the student ratio and programmes
- Built up the strong brand image of the College

7. Corporate Governance

7.1 The **Directors** are the people under WLCBMS's governing document responsible for controlling its management and administration. They have responsibility for directing its affairs and for ensuring that it is solvent, well-run, and delivering all outcomes and benefit to the public for which it was set up.

Directors must ensure that they fully understand their duties as company directors. The duties of company directors are codified in sections 170 to 181 of the Companies Act 2006

The members of WLCBMS are the subscribers to its memorandum of association, and any other individuals permitted under its articles of association.

Their powers may include the authority to appoint other members. Members may have no financial liability to the WLCBMS

7.2 The Board of Directors is the College's governing body and, amongst other matters, it is responsible for the administration and management of the affairs of the College and is required to present financial statements for each financial year. The College is committed to best practice in corporate governance.

The Board of Directors is responsible for setting the strategic direction of the College, and for the finance, property, investments and general business of the College. The Board of Directors approves major developments and receives regular reports from Executive Committee on the day to day operations of its business.

The principal, academic and administrative officer of the College is the College Principal, who has general responsibility to the Board of Directors for maintaining and promoting the efficiency and good order of the College. The Principal chairs the Executive Committee that supervises all matters relating to the finance, accounts and financial regulations of the College, the investment of its funds, the receipt of its income and the expenditure thereof, and the management of its borrowings through the finance office.

Day-to-day management of the College is conducted through the Principal's Central Team that acts as advisory to the Principal and normally meets fortnightly to consider the strategic and financial direction of the College

The Board of Directors has memberships from the College Directors, Share holders, non executive directors, the College Principal, and Chair of the Audit Panel, Chair of Academic and Administrative Committees.

7.3 Board of Directors Responsibilities are as follows:

- I. To make a contribution to and approve the mission, vision and strategic direction of the College subject to consultation with Executive Committee.
- II. To delegate authority to the Principal, as chief executive, for the academic, corporate, financial and personnel management of the College.
- III. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment. WLCBMS's internal control framework must have regard to:
 - co-coordinating the planning and budgeting processes;
 - applying discipline in financial management, including managing banking, debt and cash flow, with appropriate segregation of duties;
 - preparation of timely monthly management accounts, including income and expenditure reports on an accruals basis, cash flow forecasts and balance sheets as appropriate;
 - ensuring that delegated financial authorities are respected;
 - selection, planning and oversight of any capital projects;
 - the propriety and regularity of financial transactions;
 - the management and oversight of assets;
 - the risk of fraud and theft; and ensuring efficiency and value for money in the organisation's activities.
- IV. To ensure the establishment and monitoring of procedures for handling internal grievances and for managing conflicts of interest.

- V. To ensure processes are in place to monitor and evaluate the performance and effectiveness of the College against the plans.
- VI. To safeguard and promote the good name and values of WLCBMS embracing the principles of corporate social responsibility.
- VII. To be the principal financial and business authority of the College, to ensure that proper books of account are kept, to approve the annual budget and financial statements, to have overall responsibility for the College's assets, property and to comply with the requirements of the sector regulators as defined periodically.
- VIII. To be the College's legal authority and, as such, to ensure that systems are in place for meeting the College's legal obligations, including those arising from contracts and other legal commitments made in the name of WLCBMS.
- IX. To make such provision as it thinks fit for the general welfare of students, in consultation with the Executive Committee.
- X. To ensure that it has adequate insurance cover. The board should determine its own level of cover but should include buildings and contents, business continuity, employer's and public liability and any cover required for motor vehicles. This list is not exhaustive;
 - approve a set of accounting policies;
 - maintain proper accounts;
 - appoint a registered statutory auditor; and
 - prepare annual financial statements (accounts).
- XI. To perform transactions which are outside the usual planned range of activities:
 - write-offs of unrecoverable debts or overpayments;
 - recognizing losses of stocks or other assets;
 - taking on liabilities by issuing specific guarantees, or providing a letter of comfort; or providing indemnities;
 - special payments (transactions outside the usual planned range); and
 - gifts or hospitality received or given.

7.4 The College Audit Panel is appointed by the Board of Directors and has three members from Board of Directors. The Audit panel is chaired by an external member from the board of directors who has financial experience. The Audit Panel will consider reports from the Finance Office and External Auditors containing recommendations for the improvement of the College's systems of risk management and internal control. An independent report will be presented to the Board of Directors.

8. Academic Governance and Management

8.1 Introduction

For many years the College has been developing a devolved system of governance and management whereby Departments have a large amount of autonomy in working within an agreed regulatory and quality assurance framework which is set and monitored by the Academic Committee and its sub-committees. The intention is that quality assurance is embedded in day to day activity and that such a system is flexible, able to respond to changes in student numbers, while maintaining academic standards.

8.2 Academic Governance

The College is organized as a single multi-departmental faculty on two sites dedicated to Higher Education and Further Education, respectively. The College's governance is exercised through the Executive Committee (Appendix 1).

The College's corporate governance, exercised through College Executive sets the planning, regulatory and quality assurance parameters within which the Programmes must work, and the role of management is to ensure that corporate objectives are relisted appropriately. The College aims to perpetuate a culture which sees quality assurance as a professional issue and not a management function. As professionals, all staff engages in the process of continuous reflection and self-assessment which informs the evaluation of academic programmes and contributes to the maintenance of their academic standards and the enhancement of the student learning experience. The College takes responsibility for maintaining a central overview of processes which enables it to identify and disseminate good practice, and to take effective action where necessary.

The academic governing body of the College is the **Executive Committee**. The Executive has a wide range of responsibilities in the broad areas of human, physical and financial resources. The Executive Committee is responsible for defining policies, strategies and academic affairs of the College. The committee comprises of the College directors, senior management, academic staff and external advisors and is reporting to Board of Directors.

Reporting to the Executive Committee is the **Academic and Administrative Committees**, which are "the bodies responsible under delegated authority from the Executive Committee" for the regulation of the academic and administrative work of the College. Executive, Academic and Administrative Committees are responsible for all aspects of compliance with legislation, strategic planning, and the regulation of all academic and non-academic areas of the College's work. The Academic Committee is assisted in its work by a sub-structure of committees which develop and monitor the majority of the policies and procedures governing the operation of the regulatory and quality assurance frameworks. The components of the management structure established by the College to assure and enhance academic quality are as follows:

Teaching Committee (formally Programmes Committee) is responsible for the evaluation, review and enhancement of the quality and standards of teaching, the units

taught and the approval of any new programmes and/or units. The Teaching Committee is also responsible for processes that enhance professional practice and the identification of future strategies and policies in relation to the overall development of teaching at WLCBMS

Examination and Assessment Board which is responsible for the oversight of the work of assessors and for decisions and the consistency of such decisions on final awards for students. It also reviews student feedback and academic performance data and maintains the College academic regulations and procedures on assessment. The Departmental Examination & Assessment Sub Boards are accountable to the Examination and Assessment Board for departmental/subject specific assessment matters.

Student-Academic Staff Liaison Committee ensures that there is an effective channel for formal communication between students and staff in every part of the College

Quality Assurance Committee which is the responsible body providing the College-level operation and scrutiny of quality assurance processes on behalf of the Academic Committee including the Annual Quality Audit (AQA). The Quality Assurance Committee is also responsible for the identification and monitoring of future improvements and developments that support the College in meeting QAA Quality Code standards.

Administrative Committee The administrative committee, in conjunction with the executive committee, is responsible for identifying, designing and implementing policies and strategies in relation to the effective running of the registrar office and the finance office. The administrative committee is also responsible for the identification of future strategies and policies in relation to the overall development of WLCBMS.

8.3 Academic Management

Both the **governance and committees structure** is supported by an individual and team **management structure** with designated responsibilities for academic, administrative and quality assurance performance. The following roles and responsibilities exist within the **management structure** (Appendix 2).

Principal has a general responsibility to the Board of Directors for maintaining and promoting the efficiency and good order of the College. The Principal chairs the Executive Committee that supervises all matters relating to the finance, academic and administrative regulations of the College.

Deputy Principal (Curriculum & Quality) who has an oversight of the efficient operation of the committees including chairing the Academic Committee. The Deputy Principal (Curriculum & Quality) provides overall academic leadership and has responsibility for resource provision.

Vice Principal (Students and information Services) who directly manages the College administrative operations and is responsible for ensuring the provision of professional support to administrative staff. The Vice Principal (Students and Information Services) chairs the Administrative Committee.

Dean of Teaching, who chairs the Teaching Committee, has responsibility for the oversight and review of academic regulations for taught provision (AWB regulations), curriculum design, development and approval and ensuring that teaching staff are adhering to the College ‘Teaching and Learning Strategy’ and related teaching policies including the PREVENT Strategy.

Academic Registrar who has a responsibility for the general academic quality and health of all programmes, chairs the Examination & Assessment Board. The Registrar provides professional advice and support for academic quality assurance and standards processes.

Distance Learning Manager is responsible for the management and quality of the distance learning courses. The Distance Learning Manager is supported by a **Coordinator for Distance Learning** and is responsible for distance learning provision.

Quality Assurance Manager who chairs the Quality Assurance Committee, has oversight of all quality assurance procedures, acts as a central source of advice on quality assurance and standards both within the College and in collaborative partnerships, and leads the strategic development of College-level approaches to quality assurance.

Heads of Departments who are directly responsible to the Dean of Teaching for the leadership of their department teaching staff, ensuring that their subjects are taught to the highest standards and supporting the staff CPD programme. They are responsible for the academic quality of the units which they manage and help deliver, including the generation, receipt and analysis of student evaluation.

Admissions Manager is responsible for overseeing the admissions process in line with College policy.

Principals Central Team is a body of management representatives who can convene at short notice at the request of the Principal to advise on on-going (day to day) operations management issues.

External Quality Assurance Advisers provide assurances that the academic standards are appropriately set and maintained in light of relevant UK expectations. To carry out their responsibilities, the external Quality Assurance Advisers are fully integrated into the key College committees. They contribute to the management appraisal process and add to the quality of the student learning experience by occasionally delivering guest lectures.

External Subject Specialist Advisers provide a wealth of subject related experiences to the committees. They provide advice on programme design, delivery to the Teaching Committee and assessment advice to the EAB and DEASB’s.

Module Tutors who are responsible for the academic quality of the modules which they manage and deliver including the generation, receipt and analysis of student evaluation.

Individual Staff who are responsible for academic quality ‘at the closest point possible to the actual process of teaching and learning’.

Module Assessors who are responsible for ensuring the consistent and accurate assessment of students on modules owned by the course

Students who are partners in the College quality processes and who are entitled to participate fully in the academic quality assurance, management and development of their programmes of study, and who provide representatives to sit on Staff Student Liaison Committees, Quality Assurance Committees and Academic Committee, and to participate in other quality-related activities.

Personal Tutors work in collaboration with teachers to support students in achieving success.

Administration staff support various key administrative functions.

Examinations Officer is responsible for collating student assessment records and assessment data filing

Student Welfare Officer has a pivotal role in ensuring fairness at student body elections, coordinating student social activities, chairing the Student Academic Staff Liaison Committee, managing the student induction process and encouraging and monitoring student representatives attendance at Committee level.

9. Academic Quality Assurance: Principles

Oversight of all quality assurance procedures in the College lies within the remit of Academic Committee. Responsibility for aspects of this remit is delegated to a series of sub-committees at College and course level. Quality assurance procedures are also subject to the general policy statements of the College, which inform the development, validation, monitoring and review of programmes of study. Of particular relevance are the following:

The College Quality Manual

The College Equality Scheme

The College has a well-established set of principles which form the context within which these structures and procedures operate. These are:

Evaluation of academic quality is owned and takes place at the closest point possible to the actual process of teaching and learning;

Quality assurance in the College operates as a continuous process;

Quality assurance in the College is a dynamic and not a static process, and is closely linked with other internal processes;

Quality assurance is proactive and forward-looking rather than retrospective and reactive;

Quality assurance and quality enhancement in the College are seen as interrelated and reciprocal and all quality processes are intended to generate enhancement as well as providing assurance;

Quality assurance in the College is responsive to national developments, and in particular is informed by the precepts of the Quality Assurance Agency while remaining rooted in the College's mission and values.

9.1 Implementation of Principles

In implementing these principles, and in acknowledging the importance of externality in determining the College's approach to quality assurance, particular emphasis is placed on:

The external assessor system and the arrangements which are made for:

The receipt of and responses to their individual reports;

Consideration of the reports of the External Awarding bodies;

Other sources of externality, including the involvement of suitably qualified academics from outside the College and, where appropriate, of professional practitioners and/or employers, in the College's course development, validation and review processes.

External calibration and the College's promotion of activities which contribute to a corporate judgment of academic quality in a national and international context. This encompasses all activities which bring College staff into contact with colleagues from across higher education, industry, commerce and the public sector in contexts where quality, standards and the comparability of standards may be discussed. Such activities include:

Staff membership of appropriate professional bodies, including involvement in peer subject networks and attendance at appropriate conferences, seminars and workshops;

Involvement of staff in consultancy including quality assurance activities in other institutions such as membership of validation or review panels.

The quality of academic staff and the attention paid to their qualifications and the processes of appointment, induction, mentoring, and continuous professional development and review.

Quality enhancement activities which support academic quality including the implementation of the Learning and Teaching Strategy and the dissemination of good practice through the committee structure.

The regular evaluation and enhancement of quality assurance processes related to the planning, development, validation, approval, monitoring, review and evaluation of all academic provision.

Ensuring that the development of institutional policies is informed by quality assurance considerations as appropriate.

The alignment of quality assurance processes in professional departments with those which apply to academic activities, so as to provide a unified approach to ensuring the excellence of all aspects of the student experience.

Taking account of information about the student experience from sources including internal surveys and NSS.

10. Academic Standards: Principles

In its consideration of academic standards, the College's three main principles are:

- The belief that standards-based quality assurance depends on the formulation of explicit academic standards referenced to a common national framework;
- The belief that this common national framework is provided by the four elements of the Academic Infrastructure as defined by the Quality Assurance Agency (that is, Programme Specifications, the Framework for Higher Education Qualifications, the Subject Benchmarks, and the Code of Practice), which form the essential underpinning for the maintenance of academic standards, together with the requirements of external accreditation bodies.
- The belief that rigorous assessment procedures are the principal mechanism for the maintenance of standards appropriate to awards.

10.1 Implementation of Principles

In implementing these principles, particular emphasis is placed on:

Adherence to the precepts of the Quality Assurance Agency's Code of Practice.

An openness to all forms of external scrutiny which may test the College's corporate judgment of academic standards and the comparability of the standards of its awards with those of other institutions. Currently, these forms of external scrutiny include Quality Assurance Agency Institutional Audit, the accreditation of academic programmes by professional bodies where appropriate,

The mandatory use of external participants at key stages of the College's quality assurance processes including the development of a new academic programme, the approval of a new academic programme and the periodic review and revalidation of an existing academic programme.

The role played by external examiners in the rigorous maintenance of academic standards through their remit to ensure that:

Assessment procedures are appropriate;

Student's performance is equivalent to that of their peers on comparable programmes;

Standards are comparable with the awards of other institutions.

The adoption for all courses of study of appropriate elements of the relevant Subject Benchmarks.

The adoption of programme specifications which are in line with national standards for all programmes.

The establishment of College general assessment regulations and specific scheme and course regulations which are communicated clearly to staff and students to ensure that they are aware of the expectations placed upon them

The adoption of a framework of award specifications expressed in terms of credits and levels (using the standard descriptors).

The achievement of consistency in assessment through the adoption and routine employment of level descriptors, module descriptors, grade descriptors, and the use of learning outcomes and the assessment criteria which they generate as measures to ensure that the expectations against which students' work will be assessed are transparent and consistently applied.

The provision of statistical indicators arising from assessment rounds which enable grades and marking practices to be compared at course and scheme level, and permit appropriate analyses via the Annual Monitoring reports.

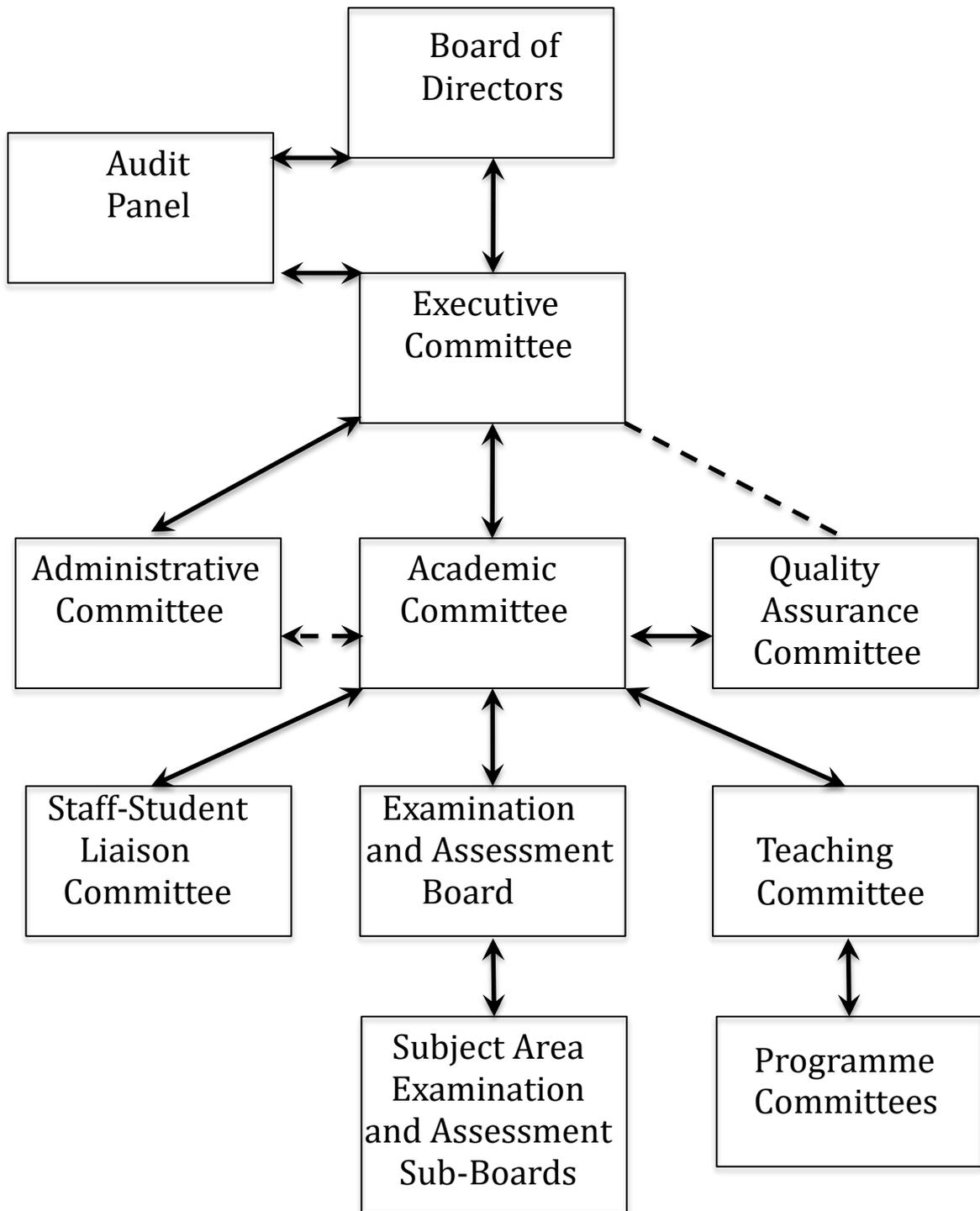
Attention to employability and skills and the monitoring of employment and progression-to-further-study rates to ensure that the standards set by the College and achieved by its students are recognised and valued externally.

Applying a clear and consistent policy to the definition and treatment of assessment offences.

11. Conclusion

This framework describes the College's current approach to the establishment, maintenance, evaluation, and development of academic quality assurance and standards. It is recognised that this is a continuously evolving area; the College will take every opportunity to participate in relevant national consultations and discussions, and will monitor external developments to ensure that its policies and procedures remain informed by current best practice.

Appendix 1: Governance Structure



West London College of Business & Management Sciences Organisational Structure

