	Document Title	**Governance Structure & Quality Management in Training**	
	Doc. Number	TRA-PRO-001	Doc. Owner	Board of Directors
	Author	Angela Byrne	Revision	Rev. 04
	Reviewed by	Board of Directors	Approved by	Board of Directors
	Next Review Date	25/04/2026	Approved Date	25/04/2025

1. Policy Statement

At Shorcontrol Safety we believe that strong and clear governance practices are essential to foster trust, confidence, management accountability and to achieve the business' long-term strategic mission, vision, and values. We are committed to providing a positive, continually improving, quality culture that is embedded, progressive, innovative and in line with a holistic, integrated approach to training. We are furthermore committed to supporting our learners in their training experiences by ensuring we remain in line with all applicable QA guidelines and legislation.

Appropriate structures and measures shall be used to provide a robust system of governance to oversee all education and training activities. Our governance structure ensures that there is a clear separation of academic and commercial activities within the organisation. Our Board of Directors, Quality Committee, Academic Committee, and other relevant stakeholders are committed to the effective development, implementation, monitoring/evaluation, and continual improvement of governance within Shorcontrol Safety.

2. Purpose

The purpose of this document is to clearly define the governance structures for both corporate and academic governance, and respective appointed committees within Shorcontrol Safety.

3. Scope

The scope of this procedure aims to comply with the guidelines identified in the following:

- Quality & Quality Assurance (Education and Training) Act 2012
- QQI Statutory Quality Assurance Guidelines April 2016/QG1-V2
- QQI Sector Specific Quality Assurance Guidelines for Independent/ Private Providers.
- City & Guilds Quality Assurance Standards 2021
- PHECC Quality Review Framework 2019
- SOLAS Quality Requirements

and applies to all members involved in the corporate and academic governance structures within Shorcontrol Safety.

4. Definitions

Term	Definition
Corporate Governance	The collection of structures, mechanisms, processes, and relationships used to control and operate the business. It identifies and supports the distribution of roles and responsibilities of different persons in the company, e.g., Governing Authority, Board of Directors, Managers, Shareholders etc.
Academic Governance	A governing system that oversees the education and training activities provided by Shorcontrol Safety, to ensure its standards and quality. It usually covers matters such as admissions, academic standards, teaching, learning and assessment, academic quality etc.

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Quality Assurance	Term used to describe the systematic efforts taken to ensure that the services delivered to clients meet with the contractual agreement, reaches an acceptable threshold of quality, enhances the education and training provision and the standards attained by learners.
Shareholders	Person(s) invested in the company's success as an investment. May own at least one share in the company.
Stakeholders	Any person(s) with an interest in the company's success such as employees, suppliers, clients etc. They usually have a direct relationship with the company, and there are internal and external stakeholders.

5. General Procedure Guidelines

5.1 Oversight to Governance

At Shorcontrol Safety there are two distinct but mutually dependent systems of governance, corporate governance, and academic governance. Although these two systems are distinct from one another, it is important that they both work harmoniously together and that there is an appropriate management structure in place to ensure they both work effectively and efficiently.

Note: if for any reason corporate and academic governance systems do not operate harmoniously, effectively and/or efficiently, there is a clear risk of governance failure which must be addressed.

5.1.1 Determining Governance Structures

High standards of governance, quality and integrity of training are provided through the appointment of qualified, competent staff and external persons, to the appropriate structures.

When Shorcontrol Safety determine the appropriate governance structures, the following are considered:

- Current size of the company
- Current scale of our operations
- The scope of delivery/ type of award
- Potential company risks
- Resources, Capacities and Capabilities (infrastructure, equipment, personnel etc.)
- Skills available
- Conflicts of interest

If it is determined that we cannot support our desired internal committees then alternative arrangements shall be put in place to ensure objective oversight. The requirement for setting up the relevant structures are carefully considered to ensure that only committees which are necessary are formed. We do not intend to overload or overburden our staff in having them serve on multiple committees. We also ensure that there is a hierarchy of structures clearly defined so that nobody reports to themselves or to someone who is junior to them within the business.

See below overview of Shorcontrol Safety's determined Governance structure:

Structure	Meet Frequency	Governance Type
Board of Directors (BOD)	Once per 6 months (min)	Corporate

Management Team	Once per quarter (min)	Corporate
Training & Development	Once per quarter (min)	Academic
Academic Committee (AC)	Once per quarter (min)	Academic
Quality Committee (QC)	Once per quarter (min)	Academic

5.2 Corporate Governance

Corporate governance is the collection of structures, mechanisms, processes, and relationships which Shorcontrol Safety use to control and operate the business. Our corporate governance includes the processes through which our company objectives and strategies are set and pursued within the context of current social, regulatory and market environments. Participants in our corporate governance include, Board of Directors, Managers, Shareholders etc.

At Shorcontrol Safety our corporate governance structure includes the following:

5.2.1 Board of Directors *(BOD)*

The Board of directors are an oversight and/or advisory role of Shorcontrol Safety.

- They are responsible for leading and directing Shorcontrol Safety's activities for all financial and corporate/commercial matters.
- They manage the strategy of the business rather than the actual business itself. The BOD meets at a minimum of every six months, and more frequently if required. Currently meetings are held offsite at an independent location determined by the BOD.
- Their functions include (but are not limited to), devising, reviewing, and guiding the strategic direction and major plans of action of Shorcontrol Safety, risk management policies and procedures, business plans and annual budgets, setting business performance objectives, monitoring their implementation and performance as well as overseeing major capital expenditure and investment decisions.
- To eliminate potential risk to academic governance, these members have no authority or involvement with the academic committee or governance of training.
- The BOD therefore delegates respective functions to the company Management team and the Academic Committee; however, this does not dissolve them from their duty to supervise the discharge of delegated functions.
- Our BOD believes that the company's management team manage and that the academic committee discharge their delegated responsibilities without hands on interference from the BOD.
- At the same time, the BOD is always made aware of Shorcontrol Safety's risks and opportunities, so they understand and support what actions are being taken to mitigate such risks and take advantage of such opportunities.
- They fully support, encourage, and promote the development of Shorcontrol Safety's capacity and capabilities and hold the management team accountable for the effective performance of their responsibilities.
- The BOD is always on standby, ready to advice and direct the management team if decisions are going awry whilst always maintaining their independence from the operational management and academic governance of the company.

- The actions of the BOD must always be fully informed, ethical, and made in the best interest of the company, in good faith, with due diligence and care while having due regard to their legal and fiduciary responsibilities.
- The BOD is responsible for ensuring that a balanced, true, and fair view of the company's financial performance and financial position is made when preparing its annual returns report and financial statements.
- The also arrange for the financial statements to be audited by an independent auditor and implementing any actions resulting from the independent audit.

Members of the BOD include Managing Director, Financial Director, General Manager, Trustees, and Shareholders.

5.2.2   Managing Director *(MD)*

The Managing Director has ultimate accountability for corporate governance within Shorcontrol Safety.

- They have the overall responsibility of ensuring that personnel performing business related activities are competent and capable to carry out their job to the required standard and that proactive business management practices are implemented across all levels.
- The MD acts as the Head of Shorcontrol Safety *(and Trench Control)* representing the management team and personnel in all manners with the BOD.
- They are responsible for hiring or appointing individuals to General Manager position and may furthermore exercise authority in hiring or terminating potential and current employees in other positions.
- They ensure that any roles performed by Trench Control *(see note),* or third parties are delegated accordingly to fulfill Shorcontrol Safety business functions (e.g., financial department).
- The MD is not involved in the academic governance of Shorcontrol Safety. This is to ensure any potential risk to academic governance is removed.
- The MD is however made aware through the provision of reports and meeting minutes from the Academic Committee.

Note: Trench Control is an independent company of Shorcontrol Safety with whom we share members on the BOD; MD, and a financial department. Trench Control operational provisions and services are not related to the business activities conducted at Shorcontrol Safety. The sharing of BOD; MD, and financial personnel poses no risk or impact on the corporate governance of Shorcontrol Safety. Furthermore, neither does the sharing of roles have any impact or risk on the Academic Governance of Shorcontrol Safety. Trench Control are not involved in the operational/commercial or academic governance of Shorcontrol Safety and are each their own registered independent companies.

See below overview of Shorcontrol Safety's Organisational Governance structure. Chart shows shared BOD, MD, and financial team with Trench Control for clarification of above.

Trench Control Board of Directors	Shorcontrol Safety Board of Directors
Colm O' Raghallaigh – **Managing Director**	Colm O' Raghallaigh – **Managing Director**
Aidan Delaney – **Finance Director**	Aidan Delaney – **Finance Director**
Michael Darcy – **General Manager**	Fiona Spillane – **General Manager**
Pamela Dunne/Kilcoyne – **Operations Director**	Declan Fitzpatrick - **Director**

Keith Thomson – **Contracts Director**	Stephen Magee - **Director**
Finn Magee – **Director**	Mella Magee - **Director**
Polly Magee - **Director**	
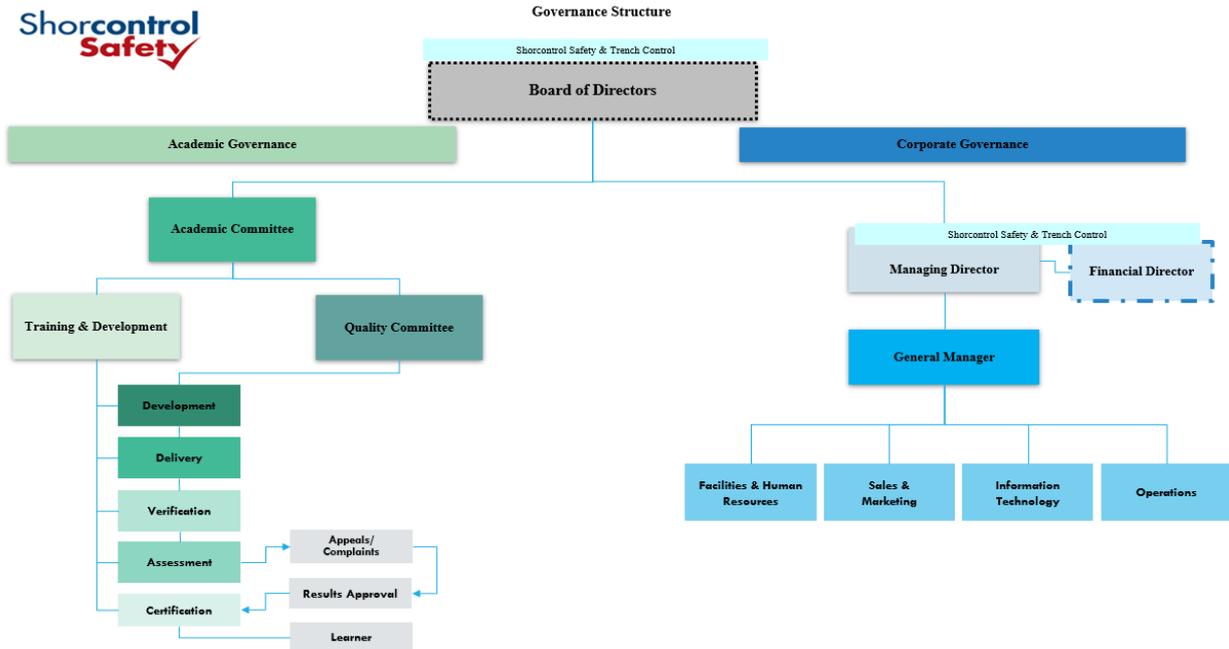
5.2.3   General Manager *(GM)*

Shorcontrol Safety's GM has the responsibility of ensuring that operational and commercial requirements and considerations are met within the context of Corporate Governance in the company.

- The GM represents the commercial interests of the company and is responsible for managing the day-today operations at Shorcontrol Safety.
- Besides the MD, the GM has sole authority to hire or terminate potential and current employees.
- They also have the authority to delegate positions and roles to members of staff pertaining to the commercial operations of the company.
- They are expected to fulfill the requirements of their role in accordance with quality, health & safety and business management parameters and ensure the adequate provision of resources for the business operations required.
- When/if required, the GM assumes roles of management positions in which a staff member has not been hired to fill (e.g., facilities manager, human resources manager, etc.).
- The GM must ensure a process of continual improvement within the business and its management systems are in place and functioning effectively while remaining focused on satisfying our learners needs.
- The GM also ensures that the Corporate/Commercial Governance requirements and considerations do not interfere with but instead work congruently with the Academic Governance requirements and considerations.

- This is achieved by providing adequate resources, implementing required systems and processes, and/or providing input and reporting to the other groups and individuals responsible for oversight and change in Governance.
- The GM shall have membership on the Board of Directors, Quality Assurance Committee, and relevant Management groups. They shall not however, have membership on the Academic Committee, to ensure segregation of commercial and academic governance structures are adhered to.

5.3 Academic Governance

Academic governance encompasses academic matters including admissions, curriculum, assessments, academic standards, academic quality assurance and learner discipline. Academic governance and decision-making reflect the interests of learners and the maintenance of standards within Shorcontrol Safety's training provision. Therefore, it is necessarily independent of commercial considerations. Corporate decision holders do not and cannot exercise exclusive authority or undue influence over academic governance or decision making. Academic decision makers are appropriately qualified and experienced, they are aware of available resources for programme delivery and ensure that its standards are met.

At Shorcontrol Safety our academic governance structure includes the following:

5.3.1   Academic Committee *(AC)*

The Academic committee is appointed by the Board of Directors to assist in the planning, coordination, and development of Shorcontrol Safety's training and educational operations.

The purpose and objectives as outlined in *TRA-PRO-002 Academic Committee Constitution* are as follows:

- Leading the development, implementation, and monitoring of academic strategies and quality assurance processes to ensure compliance with internal standards and awarding body requirements (e.g. QQI, PHECC, SOLAS, IOSH) requirements.

- Ensuring continuous improvement and academic integrity in teaching, learning, and assessment.

- Monitoring learner and faculty experience and outcomes through feedback received.

- Make suggestions for corrective action or potential improvement activities to enhance learner and student experiences and outcomes

- Manage and coordinate the design, validation, delivery, periodic review, and discontinuation of academic programmes, ensuring alignment with institutional goals and regulatory requirements.

- Review and approve new and revised policies, ensuring relevance and compliance.

- Oversee RPL processes and learner admission, progression, and award.

- Ensure that auditing procedures are developed and implemented to verify that tutors meet established quality standards and qualification requirements

- Promote inclusion, fairness, and transparency in all academic processes.

- Recommend academic regulations for Board approval as required.

- Ensure effective and timely communication and reporting with all stakeholders.

Members of the AC include Chairperson, Head of Training & Development, Quality Manager, Training Administration Manager, External Advocator, Tutor/Faculty Rep. (internal & contracted tutors), Learner Rep., IQA/IV, EQA/EV.

Note: The Board of Directors receives reports from the AC from their periodic meetings, while always respecting the authority and academic freedom provided to the members of the AC.

5.3.2   Quality Committee *(QC)*

At Shorcontrol Safety we recognize that Quality Assurance is our primary responsibility. The Quality Committee is responsible for the operational administration of the agreed QA improvement measures. The committee operates independently of commercial considerations while ensuring the reporting mechanisms developed are being implemented and completed.

The purpose and objectives of the QC are as follows:

- Preparation of information required to be presented to the Academic Committee.
- To ensure that academic decision-making reflects the interests of learners and maintains the required standards at a minimum.
- To provide input to ensure that any proposed or actual change in Governance is compliant with current, relevant requirements dictated by legislation and/or any interested party.
- To ensure that any new or proposed change to Governance is properly implemented and adhered to by all effected groups and individuals and their use of the QMS.
- Contribute to policy and procedure development and implementation.
- Responsible for reporting its activities, discoveries, comments, and viewpoints in relation to the QMS, NGO requirements and legislation to the BOD, AC and Management team.
- To conduct ongoing monitoring of quality and standards procedures, prepare amendments and updates to these procedures where required for the Academic Committee.
- They may identify new resources required to improve on programme delivery and assessment and assist in the implementation of recommended actions.

Members of the QC include Quality Assurance Health & Safety Manager, Training Administration Manager, Head of Training & Development, Sales Manager, and members of staff (if required).
All membership is based on a 3-year term with no restrictions placed on serving multiple or consecutive terms.

5.3.3   Training and Development *(T&D)*

Training & Development has the responsibility of ensuring that academic integrity is maintained and retained by means of implementing Academic Governance within the training operations of the company. This department ensures that the best interests and principles of the Learners and Tutors, their experience and involvement within the training aspect is represented.

This role requires the following:

- The head of T&D is given the responsibility of acting as 'Dean of Academia' in the company by ensuring adequate budgeting, scheduling, qualified individuals (Faculty), and any other required resources are obtained.
- To represent and advocate for the best interest of the delegates for all matters and decisions related to the training aspect of the company.
- Research, plan, design, develop, obtain approval on, and distribute newly approved courses.

- Ensure that the educational integrity of training programs meets or exceeds the requirements and expectations of the associated governing/awarding bodies/organisations (PHECC, QQI, City & Guilds, IOSH, etc.) of the programs offered.
- Contribute to policy and procedure development and implementation.
- Provide subject matter expertise if/when required.
- The interests of the delegates safety, learning environment, quality of tutors and equipment used in training will supersede the commercial aspect of the business, so long as the costs associated with ensuring these needs are met and do not cost the company more than the budget allows.
- To ensure the company does not curtail quality to achieve increased profit margins.
- To ensure the company will provide the above listed needs to either an acceptable or above satisfactory level as dictated by the governing/awarding bodies/organisations which design and govern the training offered by the company.
- The head of T&D automatically has de facto membership on the Academic Committee and the Quality Assurance Committee.

Members of T&D include Head of Training & Development, Training Administration Manager, Training Admin Team, Assessors (IQA/IV, EQA/EV).

5.4 Quality Assurance Management

At Shorcontrol Safety we are committed to providing a positive, continually improving, quality culture that is embedded, progressive, innovative and in line with a holistic, integrated approach to training. A core part of integrating our approach to quality assurance is to evaluate risks and conduct periodic reviews that address the performance and effectiveness of the following (at a minimum):

- Action status from previous reviews,
- Changes in internal or external issues relating to the QMS,
- Core objectives & KPI's,
- Internal and external evaluations,
- Internal and external audits,
- Feedback from clients/customers/learners,
- External authenticators,
- Accreditation bodies/ awarding organisations,
- Effectiveness of actions taken,
- Opportunities for improvement,
- Other relevant requirements outlined in our QMS.

6. Responsibilities

Employee Title/Classification	Responsibility
Directors, Top Management, Senior Management & Committee Members	To ensure the necessary resources are available within the organisation for the implementation of this policy. To ensure the contents of this policy are implemented effectively. To investigate and act upon any breaches or violations which may arise or be reported in relation to this policy.
Employees/ Staff/ Instructors/ Sub-contractors	To adhere to the requirements set out in this policy. To report any breaches or violation of this policy to top/senior management for investigation and resolution.

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7. Enforcement

Employee Title/Classification	Responsibility
Directors, Top Management, Senior Management	Has the discretion of determining the repercussion on the discovery of any member of staff, tutors, managers, visitors, or subcontractor's breach or violation of this policy. Has the discretion of determining the repercussions on the discovery of a manager or assigned responsible personnel's failure to enforce or follow this policy or its procedures.
Committee Members, Managers and Heads of Departments	Has the discretion of determining the repercussions on the discovery of any subordinate or learner's breach or violation of this policy.

8. Related Information and Documents

Document ID	Title
GEN-POL-004	Organisational Structure
GEN-POL-005	Job Roles & Responsibilities
GEN-POL-011	Conflict of Interest Policy
TRA-PRO-002	Academic Committee Constitution
External Information	Legislative Obligations Qualifications and Quality Assurance (Education and Training) Act 2012 (irishstatutebook.ie)

9. Procedure Review

This policy shall be reviewed when:

- There is a change of Governance Structure at Shorcontrol Safety.
- There is a change in any of the related policies or procedures found in section 8. *'Related Information & Documentation'* of this document.
- As prescribed in Shorcontrol Safety's policy and procedure review schedule.
- As determined or requested by the General Manager at Shorcontrol Safety.

Revision Date	Author with Title	Description
	John Kelly; Head of Training & Development	Initial Release of Procedure
28/09/2022	Adam Romans; Quality Coordinator	Review of procedure in line with update QA requirements.
06/03/2023	Angela Byrne, QHSM	Review, update and reformat layout/structure to align with QQI reengagement guidelines.

25/07/2023	Angela Byrne, QHSM	Update of document code.
25/04/2025	Angela Byrne, QHSM	Update Academic Committee section in line with new Committee guidelines.