



Oakswood College

Empowering Through Education



Oakswood Governance

Lines of Communication and Reporting Arrangements

PROMOTING EXCELLENCE • ENSURING COMPLIANCE
SUPPORTING OUR COMMUNITY



GOVERNANCE



QUALITY



COMPLIANCE



EXCELLENCE



Oakswood College
Empowering Through Education
(Trading name of Oakswood Group Ltd)

Governance: Lines of Communication and Reporting Arrangements

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1. Purpose

This document sets out the formal lines of communication and reporting arrangements across the governance and management structure of Oakswood Group. These structures, as set out in this document, are designed to ensure the following:

- clarity of accountability and delegated responsibilities;
- an effective flow of information across the whole organisation and its governance;
- alignment with the Board of Governors Terms of Reference and Scheme of Delegation;
- compliance with the requirements and expectations of the Office for Students.

2. Governance Structure Overview

The governance framework comprises:

- the Board of Governors (ultimate governing authority);
- Board Committees operating under the delegated authority of the Board of Governors;
- the Academic Board (full academic governance authority with support from sub-Committees; advisory to the Board of Governors);
- Executive Management (operational delivery).

3. Board of Governors

The Board of Governors:

- holds ultimate accountability for strategy, academic quality, financial sustainability, risk, and student protection;
- receives assurance through formal reporting from its Committees the Academic Board and the Executive Management of the College;
- retains decision-making authority on matters reserved to the Board.

4. Board Committees

4.1 Reporting to the Board of Governors

- Each Board Committee reports formally to the Board of Governors.
- Committee Chairs present summaries of key issues, risks, and recommendations to the Board.
- Formal committee minutes are submitted for assurance and noting, not re-approval.

4.2 Committee Chairs

- Committee Chairs attend Board of Governors meetings as required to provide assurance and respond to questions.
- Committees operate strictly within the authority defined in the Scheme of Delegation.

5. Academic Board

The Academic Board:

- is the senior academic advisory body responsible for oversight of academic standards and quality
- is an advisory academic body to the Board of Governors;
- sets the academic strategy for the College and monitors the student experience on behalf of the Board of Governors;
- oversees and assures curriculum, assessment, academic quality and academic integrity at an operational level;
- provides the institutional academic quality and standards oversight of the College's educational delivery on behalf of relevant awarding bodies, reporting to those awarding bodies as requisite and appropriate
- reports formally to the Board of Governors on an annual basis, and ad hoc where matters warrant.

Academic Board minutes and recommendations (or relevant extracts) are escalated to the Board of Governors where appropriate.

6. Executive Management (Senior Management Team)

Executive Management:

- is responsible for the day-to-day management and implementation of Board-approved strategy and policies;
- prepares reports and information for Committees and the Board;
- acts in an advisory capacity to the Board of Governors;
- attends Board and Committee meetings by invitation or standing attendance but is not part of the governing body.

This ensures a clear separation between governance oversight and operational management.

7. Student Voice

Oakswood College recognises the importance of meaningful student engagement in governance, quality assurance, and enhancement of the student experience. Student voice is incorporated through the following mechanisms:

- **Student representation on the Academic Board**, ensuring student perspectives inform academic governance and strategic academic decision-making.
- **Student representation on relevant Academic Board sub-committees**, including the Student Experience & Welfare Committee and other committees where student input is appropriate.
- **Staff–Student Liaison Meetings (SSLMs)** held at programme level to provide structured opportunities for students to raise feedback, concerns, and suggestions regarding teaching, learning resources, assessment, and the overall student experience.

- **Programme and module evaluation surveys**, allowing students to provide feedback on the quality of teaching, learning, and support services.
- **Student satisfaction surveys**, including internal institutional surveys and participation in relevant national student surveys where applicable.
- **Direct student feedback mechanisms**, including formal complaints, appeals, and feedback channels managed through the College's student services and quality assurance processes.
- **Engagement through student representative groups**, who communicate student feedback to programme leaders, academic staff, and relevant committees.
- **Escalation of key student feedback themes** through the Academic Board to the Board of Governors where issues relate to institutional strategy, quality assurance, or student protection.

These mechanisms ensure that student feedback informs continuous improvement of academic provision and the wider student experience, and that the student voice is reflected in institutional decision-making.

8. Flow of Information (Assurance Route)

The Board of Governors' Scheme of Delegation reflects the formal institutional assurance mechanisms, which are as follows:

- **Committees → Board of Governors**
 - Audit & Risk Committee
 - Finance & Resources Committee
 - Operations & Digital Transformation Committee
- **Academic Board → Board of Governors**
 - Quality & Standards Committee → Academic Board
 - Student Experience & Welfare Committee → Academic Board
- **Executive Management:**
 - → Committees / Board (for reporting and assurance)
 - → Academic Board (and sub-Committees as relevant)

These reporting arrangements ensure that the Board is able to exercise effective oversight of academic quality, financial sustainability, regulatory compliance, and risk management. Material risks, regulatory concerns, and/or student protection issues are escalated immediately to the Board of Governors. Where appropriate, matters may be escalated directly to:

- the Chair of the Board of Governors;
- the Audit and Risk Committee;
- the full Board of Governors.

This ensures that the Board can take timely action where issues arise that may affect the institution's regulatory compliance, financial sustainability, or student interests.

8. Record-Keeping and Transparency

The College is committed to transparency in governance. Accordingly:

- All meetings are formally minuted, and corresponding actions/matters arising are monitored at the following meeting.
- All Board of Governors' meeting minutes are published on the College website where appropriate at <https://oakswoodcollege.co.uk/about-us.html>
- All Board and committee reports and minutes are stored within the governance repository.
- Board, Committee and Academic Board decisions and approvals are clearly recorded in formal minutes
- Governance documents are maintained within the institutional governance repository.

This approach supports accountability to students, regulators, and other stakeholders.

9. Review and Effectiveness of Arrangements

The effectiveness of these lines of communication and reporting arrangements will be reviewed periodically as part of the Board of Governors' governance effectiveness review.

They are kept up to date and current by ensuring they are:

- reviewed annually, along with the Board of Governors' Scheme of Delegation and committee structure;
- updated following governance or regulatory change;
- approved by the Board of Governors.