



Oakswood College

Empowering Through Education



Oakswood Resources

Policy

PROMOTING EXCELLENCE • ENSURING COMPLIANCE
SUPPORTING OUR COMMUNITY



GOVERNANCE



QUALITY



COMPLIANCE



EXCELLENCE



Oakwood College

Empowering Through Education

(Trading name of Oakwood Group Ltd)

Resources Policy

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1. Purpose

The purpose of this Resources Policy is to ensure that the Oakwood College has adequate, sustainable, and appropriately managed resources to deliver high-quality higher education, safeguard the student experience, and comply with regulatory, statutory, and contractual obligations.

This policy provides assurance that resources are:

- Planned and allocated in line with the College's **strategic objectives** and growth plans
- Sufficient, fit-for-purpose, and aligned to student learning needs and programme requirements
- Managed to support **financial sustainability**, operational resilience, and effective risk mitigation
- Monitored and reviewed through structured **governance and quality assurance processes** to maintain standards and continuous improvement

This policy supports compliance with the **Office for Students (OfS) Conditions of Registration**, particularly:

- **Condition B – Quality, Reliable Standards and Positive Outcomes for All Students**
- **Condition C – Protecting the Interests of All Students**
- **Condition D – Financial Sustainability**
- **Condition E – Good Governance**

Resource planning and allocation must support the achievement of positive student outcomes, including student continuation, completion, and progression to employment or further study. Resource sufficiency is therefore monitored alongside institutional performance indicators to ensure that students receive the support necessary to succeed in their studies.

It also underpins assurance to the Board of Governors and senior management regarding the adequacy, effectiveness, and sustainability of all institutional resources.

2. Scope

This Resources Policy applies to all categories of resources required to support the effective operation and strategic objectives of Oakwood College. This includes, but is not limited to:

- **Human resources:** Academic and professional staff, leadership, and support personnel
- **Physical resources:** Teaching, learning, and study facilities, equipment, and estates
- **Digital, IT, and information systems resources:** VLEs, student record systems, MIS, and digital infrastructure
- **Financial resources:** Budgets, forecasting, cash flow, and contingency arrangements

- **Academic and student support resources:** Library services, student wellbeing and pastoral support, study skills, and academic support provision

Operational arrangements for each resource category are detailed in associated policies and procedures referenced throughout this document.

This policy applies to all staff, governors, students, contractors, and third-party partners involved in the planning, provision, management, or use of college resources. Detailed operational arrangements are set out in **associated policies and procedures**, referenced throughout this document.

3. Governance Principles for Resource Provision

Oakwood College ensures that all resources are planned, managed, and monitored in a manner that supports high-quality education, regulatory compliance, and the student experience.

The College is committed to ensuring that resources are:

- **Sufficient** to meet the requirements of all approved programmes, services, and student support activities
- **Fit for purpose**, effectively enabling teaching, learning, assessment, and operational functions
- **Accessible and inclusive**, ensuring reasonable adjustments are made to support students with additional needs
- **Sustainable and scalable**, aligned with strategic priorities, financial planning, and anticipated growth
- **Monitored and assured** through structured governance processes, including regular reporting to the Board of Governors, Committees, and Senior Leadership Team

These principles provide the foundation for responsible resource allocation, risk management, and continuous improvement across the College.

Cross-references:

- Strategic/Business Plan
- Financial Sustainability Policy
- Risk Management Policy
- Risk Register
- Business Continuity Plan

4. Human Resources

4.1 Staffing Capacity and Competence

Oakwood College ensures that all academic and professional services staffing is sufficient, appropriately qualified, and experienced to deliver high-quality education, student support, and operational functions.

The College maintains staffing levels that are:

- Aligned with student numbers, programme requirements, and modes of delivery (including face-to-face, blended, and online learning)
- Sufficient to meet academic, administrative, and professional service obligations
- Compliant with regulatory, statutory, and partner-university requirements
- Supported by effective recruitment, retention, and workforce planning strategies

All academic and professional staff are appointed through robust, safer recruitment procedure, and receive continuing professional development to maintain competence and enhance performance.

The adequacy and competence of staffing are reviewed regularly through workforce planning, performance management, and quality assurance processes to ensure that the College can sustain high standards and meet strategic objectives.

Cross-references:

- Staff Recruitment and Development Policy

4.2 Leadership Accountability

Oakwood College maintains clear and demonstrable leadership accountability for the adequacy, sustainability, and effective deployment of institutional resources.

➤ **Strategic Oversight**

The **Board of Governors** retains ultimate responsibility for ensuring that the College has sufficient financial, human, physical, digital, and academic resources to:

- Deliver approved programmes to the required academic standards
- Safeguard the quality of the student academic experience
- Maintain financial sustainability
- Meet regulatory and statutory obligations
- Support strategic growth and development

The Board receives regular assurance reports regarding resource adequacy, financial performance, risk exposure, and student impact.

➤ **Executive Responsibility**

The **Chief Executive Officer (CEO)** holds executive accountability for:

- Ensuring that resources are planned, allocated, and monitored effectively
- Aligning resource deployment with the Strategic Plan and approved budgets
- Escalating material resource risks to the Board
- Ensuring compliance with regulatory conditions and contractual obligations

➤ **Quality and Compliance Assurance**

The **Head of Governance, Quality, Compliance & Information Systems** is responsible for:

- Providing assurance that resources support quality, standards, and regulatory compliance
- Monitoring alignment between resource capacity and student numbers
- Overseeing reporting related to governance, risk, and statutory returns
- Ensuring that deficiencies impacting quality or student outcomes are escalated appropriately

➤ **Academic Quality and Compliance Assurance**

The College's Academic Board holds devolved responsibility for academic quality and compliance assurance on behalf of the Board of Governors. It is wholly responsible for the academic governance of the College and providing the requisite assurances in respect of academic quality and compliance to both the Board of Governors and any awarding partners' owning courses delivered by the College.

➤ **Financial Governance**

The **Finance & Resources Committee** is responsible for providing oversight and assurance to the Board of Governors in relation to the College's financial sustainability and strategic resource management.

The Committee monitors and scrutinises:

- Financial sustainability, liquidity, and cash flow
- Budget setting, in-year performance, and financial forecasting
- Value for Money and efficient resource utilisation
- Financial controls and risk mitigation measures
- Alignment between financial planning and strategic resource allocation

The Committee reports formally to the Board of Governors and escalates any material financial or resource risks requiring strategic intervention.

The **Audit & Risk Committee** provides independent monitoring and scrutiny of:

- Resource-related risks recorded in the Risk Register
- Internal controls and assurance mechanisms
- Business continuity and contingency planning
- The College's overall risk appetite

➤ **Operational Accountability**

Members of the **Senior Leadership Team** are accountable for:

- Planning and managing resources within their areas of responsibility
- Ensuring staffing levels and operational capacity remain appropriate
- Identifying emerging resource pressures or risks
- Promoting efficient and responsible use of the college assets

➤ **Escalation and Reporting**

Material risks relating to resource sufficiency, sustainability, or compliance must be:

- Recorded within the College Risk Register
- Reported to the Senior Leadership Team
- Escalated to the Board of Governors where strategic or regulatory impact may arise

Cross-references:

- Financial Sustainability Policy
- Financial Regulations
- Risk Management Policy
- Scheme of Delegation
- Articles of Association (Oakwood Group Ltd)
- All academic Partnership/Collaborative/Validating Operational Agreements in force (these can be obtained from the Head of Academic Affairs)

4.3 Training and Development

Oakwood College is committed to ensuring that all staff are appropriately trained, competent, and supported to fulfil their roles effectively and in compliance with regulatory, statutory, and institutional requirements.

The College ensures that:

- All new staff complete a structured induction programme appropriate to their role
- Mandatory training (including safeguarding, Prevent, Freedom of Speech, equality, data protection, health and safety, and other compliance-related areas) is completed and refreshed as required
- Academic staff engage in continuing professional development to maintain subject expertise and teaching effectiveness

- Professional services staff undertake development activities relevant to their operational responsibilities
- Training needs are identified through appraisal, quality monitoring, and strategic planning processes

Records of mandatory training and professional development are maintained and monitored to provide assurance of institutional compliance and capacity.

Cross-references:

- Staff Induction Procedure
- Staff Recruitment & Development Policy
- Prevent & Safeguarding Policy
- Equality, Diversity & Inclusion Policy
- Data Protection Policy
- Policy on Sexual Misconduct, Harassment & Unacceptable Behaviours
- Personal Relationships Policy
- Code of Practice on Freedom of Speech
- Support Through Studies Policy and Procedures

5. Physical, Learning & Study Resources: academic and non-academic

Oakwood College ensures that its physical infrastructure and learning environments (including pastoral spaces) are sufficient, safe, accessible, and appropriate to support the delivery of approved programmes and the overall student academic experience.

The College is committed to maintaining facilities that:

- Support effective teaching, learning, and independent study
- Are aligned to programme-specific requirements and delivery models
- Comply with health, safety, and statutory obligations
- Promote accessibility, inclusion, and reasonable adjustments
- Are equipped to support students' academic and non-academic wellbeing
- Are maintained, reviewed, and developed in line with strategic growth plans and the educational mission and aims of the College

Workforce planning considers projected student numbers, programme development, regulatory requirements, and succession planning to ensure long-term sustainability of staffing capacity

Resource planning for physical and learning environments forms part of the College's annual planning and budgeting cycle and is subject to governance oversight.

Where programmes are delivered under validation or partnership arrangements, the College ensures that resource provision meets the requirements of the relevant awarding or validating body and that appropriate facilities, staffing and learning resources are maintained to support those programmes.

5.1 Teaching and Learning Spaces

The College provides teaching, learning, study and pastoral spaces that are:

- Safe, secure, and fit for educational purpose
- Appropriately equipped to support face-to-face, blended, or other approved modes of delivery
- Accessible to students with disabilities and additional needs
- Suitable for confidential student support discussions where required

The adequacy of teaching and learning spaces is reviewed periodically to ensure alignment with student numbers, programme requirements, and regulatory expectations.

Cross-references:

- Estates & Facilities Policy
- Student Terms and Conditions (the 'Student Contract')
- Support Through Studies Policy
- Extenuating Circumstances Policy
- Learning & Teaching Policy
- Policy on Sexual Misconduct, Harassment & Unacceptable Behaviours
- Prevent & Safeguarding Policy
- Code of Practice on Freedom of Speech
- Student Complaints Procedure
- Freedom of Speech Complaints Procedure
- Suicide Prevention & Response Policy
- Module and Programme feedback forms
- NSS Data
- Student Experience & Welfare Committee
- Academic Board

5.2 Capacity and Resources

The College understands that to ensure a high-quality academic experience, sufficient capacity and resources must be in place, and that this extends beyond financial and physical capacity and resources to include, for example, expertise, relative independence and bandwidth. To this end, the College may engage where appropriate External Officers with relevant expertise to ensure that there is requisite expertise and independence in student-

related procedures and processes. This may be carried out directly (e.g. by an External Officer performing a designated role on behalf of the College) or indirectly (e.g. by an External Officer acting as a Critical Friend to the College and any of its leadership, Board or governing committees, or by providing designated support, advice and guidance to a staff member in the performance of procedural functions).

The College also has in place arrangements for external referral to appropriate services and bodies, such as Channel (in the event of a Prevent concern), or counselling services (for, as appropriate, mental health support).

5.3 Health and Safety

The College complies with all relevant health and safety legislation and ensures that appropriate systems are in place for:

- Risk assessment and hazard management
- Accident and incident reporting
- Fire safety and emergency procedures
- Statutory inspections and testing
- Monitoring and review of health and safety arrangements

Health and safety performance is monitored through governance oversight and risk management processes. Guidance from the UK Government HSE is used to inform policy and practice.

Cross-references:

- Health & Safety Policy
- Risk Management Policy
- Business Continuity Plan

6. Digital, IT & Information Systems Resources

Oakwood College maintains secure, reliable, and fit-for-purpose digital and information systems to support the effective delivery, administration, and governance of its higher education provision.

The College ensures that digital and IT resources support:

- Admissions, applicant management, and enrolment processes
- Teaching, learning, and assessment delivery, including the Virtual Learning Environment (VLE)
- Student records management, attendance monitoring, and progression tracking
- Quality assurance processes, data reporting, and regulatory/statutory returns

- Internal management reporting and governance oversight
- Digital infrastructure is planned and maintained to ensure:
- System reliability, resilience, and appropriate capacity
 - Data integrity, accuracy, and secure access controls
 - Compliance with data protection and information security legislation
 - Cybersecurity safeguards and threat mitigation
 - Business continuity and disaster recovery capability
- Access to systems is role-based and subject to appropriate authorisation, monitoring, and audit controls.
- The adequacy and effectiveness of digital systems are reviewed periodically through risk management, internal monitoring, and strategic planning processes.
- The College maintains appropriate cybersecurity safeguards, system resilience measures, and disaster recovery arrangements to protect digital learning environments and institutional systems from disruption or data loss.

Cross-references:

- Data Protection Policy
- Business Continuity Plan
- Risk Management Policy
- Risk Register
- Social Media and IT Acceptable Use Policy
- Prevent & Safeguarding Policy
- Student, Staff and Board of Governors' Codes of Conduct

7. Library and Learning Resources

Oakwood College ensures that students have access to appropriate, current, and sufficient learning resources to support the successful completion of their programmes and achievement of learning outcomes.

The College provides access to:

- Online academic library resources, including e-books, e-journals, and relevant digital databases
- Programme-specific core and recommended reading materials
- Learning technologies that support research, independent study, and academic development
- Study skills, academic writing, and research support resources

Library and learning resources are aligned to programme approval requirements and are reviewed periodically to ensure:

- Relevance to curriculum content and assessment requirements
- Adequacy in relation to student numbers and delivery mode
- Accessibility, including reasonable adjustments where required
- Currency and academic appropriateness

The adequacy of learning resources is assessed during programme approval, annual monitoring, and periodic review processes to ensure that learning materials remain current, relevant, and sufficient for the delivery of approved programmes.

Feedback from students, academic staff, and external stakeholders informs ongoing enhancement of learning resource provision.

Cross-references:

- Learning, Teaching & Assessment Policy
- Module and Programme feedback forms
- NSS data and feedback
- Student Experience and Welfare Committee
- Academic Board

8. Financial Resources

The Oakwood College ensures that it maintains sufficient, sustainable, and well-managed financial resources to support the delivery of approved programmes, safeguard students, and meet regulatory and contractual obligations.

- The College's approach to financial management ensures that:
- Budgets and forecasts are prepared in line with the Strategic Plan and institutional priorities
- Resources are allocated efficiently to support academic and operational requirements
- Adequate funding exists to cover programme delivery, student support, and institutional obligations in normal operations and in the event of disruption
- Financial performance is monitored regularly against approved budgets, including cash flow, reserves, and risk exposure
- Value for Money (VfM) principles are applied across all resource allocation and expenditure decisions

- Financial risk mitigation measures are implemented, including scenario planning and contingency reserves, to maintain stability and protect the student experience in the event of operational or financial challenges.

Cross-references:

- Financial Sustainability Policy
- Student Financial Support & Hardship Fund Policy
- Risk Management Policy
- Risk Register
- Scheme of Delegation
- Articles of Association (Oakwood Group Ltd)
- Value for Money statement

9. Academic and Student Support Resources

The Oakwood College ensures that students receive comprehensive academic and pastoral support to promote their learning, wellbeing, and successful progression.

The College provides:

- **Academic support** through qualified teaching staff, programme leaders, and personal tutors who offer guidance, feedback, and monitoring of student progress
- **Pastoral and wellbeing support services** that address mental health, welfare, and other personal needs, ensuring students can engage fully with their studies
- **Assessment and feedback processes** that are timely, transparent, and aligned to programme learning outcomes
- **Progression and achievement monitoring** to identify and support students at risk of underperformance or disengagement

Support services are regularly reviewed and enhanced to ensure they remain effective, accessible, and inclusive. Student feedback, academic monitoring, and regulatory requirements inform continuous improvement in support provision.

Cross-references:

- Access & Participation Statement
- Support Through Studies Policy
- Student Attendance and Engagement Policies (including applicable policies of Awarding Bodies)
- Annual Programme Monitoring Reports and relevant policies and procedures (including those of both the College and Awarding Bodies respectively)

- Academic Integrity (Misconduct) Policy
- Non-Academic Misconduct Policy & Procedures
- Extenuating Circumstances Policy
- Suicide Prevention & Response Policy
- Prevent & Safeguarding Procedure
- Emergency Student Exclusion & Suspension Policy
- Policy on Sexual Misconduct, Harassment & Unacceptable Behaviours
- Student, Staff and Board of Governors' Codes of Conduct
- Personal Relationships Policy
- Code of Practice on Freedom of Speech
- Student Complaints Procedure
- Freedom of Speech Complaints Procedure

10. Information, Data & Public Information

Oakwood College ensures that all information, data, and public-facing communications are accurate, secure, and managed in compliance with statutory, regulatory, and institutional requirements.

The College is committed to:

- **Data integrity and security:** Student and institutional data are accurate, complete, securely stored, and lawfully processed in accordance with data protection legislation
- **Regulatory reporting:** Statutory and regulatory data returns are submitted accurately and on time to meet OfS and other obligations
- **Transparency and consumer protection:** Public information, including prospectuses, websites, and promotional materials, is clear, accessible, and compliant with Consumer Protection from Unfair Trading Regulations and CMA guidance
- **Information governance:** Systems and processes are in place to ensure lawful, efficient, and auditable management of institutional records

Oversight of data and information is integrated into the College's quality assurance, risk management, and governance processes, ensuring accountability at all levels. The College is registered with the Information Commissioner's Office (ICO) and complies with applicable UK data protection legislation, including UK GDPR and the Data Protection Act 2018.

Cross-references:

- Data Protection Policy and Procedure
- Data Privacy Policy
- Information, Marketing and Promotions (CMA) Policy
- Risk Management Policy

- Social Media & IT Acceptable Use Policy
- Prevent & Safeguarding Policy & Procedures

11. Risk Management and Contingency Planning

Oakwood College identifies, assesses, and manages resource-related risks to ensure continuity, sustainability, and the protection of students' learning experiences.

All significant risks associated with staffing, physical, financial, digital, and academic resources are:

- Recorded in the College **Risk Register**
 - A separate Prevent Risk Register is maintained by the College to manage, and monitor Prevent Duty-related risks
- Monitored through governance oversight, including the Board of Governors, Audit & Risk Committee, Academic Board and the Senior Management Team
- Reviewed and updated regularly to reflect changes in operational or strategic context

Mitigation measures include, but are not limited to:

- **Business continuity planning** to ensure essential operations can continue in the event of disruption
- **Alternative delivery arrangements** for teaching, learning, and assessment if standard provision is interrupted
- **Financial contingency planning** to maintain liquidity, sustainability, and the protection of student interests
- The effectiveness of risk mitigation and contingency arrangements is reviewed periodically through internal audits, governance reporting, and assurance processes.

Cross-references:

- Institutional Risk Register
- Risk Management Policy
- Business Continuity & Significant Incident Management Plan
- Financial Sustainability Policy
- Prevent Risk Register & Action Plan
- Prevent & Safeguarding Policy
- Student Risk Assessments (e.g. those which accompany the Prevent & Safeguarding Policy and the Emergency Student Exclusion & Suspension Policy)

12. Monitoring, Review and Assurance

Oakwood College ensures that the adequacy, effectiveness, and sustainability of all resources are continuously monitored, reviewed, and reported to maintain high-quality provision and regulatory compliance.

Monitoring and assurance mechanisms include:

- Annual planning and budgeting cycles to align resource allocation with strategic priorities, programme requirements, validated provision requirements, and student numbers
- Academic quality assurance and enhancement processes, including programme reviews and annual monitoring, internal verification, external examiner reports, and student outcomes monitoring
- Formal academic oversight arrangements with awarding and validating partners, including compliance with the academic regulations, quality frameworks, and reporting requirements of Buckinghamshire New University and any other awarding bodies
- Participation in Partnership Liaison Committees (PLCs), quality review meetings, and validation or revalidation events as required by awarding partners
- Engagement with external examiners and adherence to conditions, recommendations, and enhancement actions arising from external scrutiny
- Internal audits and management reporting to assess compliance, risk mitigation, and operational efficiency
- Internal and external student feedback and outcome monitoring to evaluate the effectiveness, accessibility, and sufficiency of learning and support resources
- Annual Board assurance on resource sufficiency, sustainability, regulatory compliance, and alignment with strategic objectives

Resource adequacy is also monitored through key institutional indicators, which may include staffing levels, student support utilisation, learning resource availability, and digital system performance. These indicators support the Board of Governors in assessing whether resources remain sufficient to support institutional objectives and student success.

This Resources Policy is formally reviewed annually or sooner where operational, regulatory, or strategic developments require amendments, including changes to partnership or validation arrangements. All revisions are subject to approval by the Board of Governors.

Cross-references:

- Policy Review Schedule
- Risk Management Policy
- Financial Sustainability Policy
- Quality Handbook

- Student Attendance and Engagement Policy
- Student Experience & Welfare Committee
- Academic Board

13. Roles and Responsibilities

Oakwood College ensures clear accountability for the planning, provision, and oversight of resources. Roles and responsibilities are defined as follows:

Role	Responsibilities
Board of Governors	Provides strategic oversight and assurance that resources are sufficient, sustainable, and aligned with institutional objectives. Approve budgets, policies, and major resource decisions.
Finance & Resources Committee	Monitors financial sustainability, budget performance, Value for Money, and resource allocation. Escalate significant financial or resource risks to the Board.
Audit & Risk Committee	Provides independent scrutiny of resource-related risks, internal controls, and assurance processes. Ensure effective business continuity and risk mitigation.
Operations & Digital Transformation Committee	Consultation with Board of Governors, Academic Board, Audit & Risk Committee and Senior Management Team with a view to rigorous resource-related risk identification, consideration and management in any planning/proposals
Academic Board	Provides strategic oversight and monitoring of academic governance and the Student Experience, including ensuring requisite assurances can be made, and risks identified and reported, to Board of Governors and any awarding bodies
Quality & Standards Committee	Reporting to Academic Board; escalation of identified resource-related risks to Academic Board, Board of Governors, and Senior Management Team as appropriate for due diligence and management/oversight
Student Experience & Welfare Committee	Reporting to Academic Board; escalation of identified resource-related risks to Academic Board, Board of Governors, and Senior Management Team as appropriate for due diligence and management/oversight
Chief Executive Officer (CEO)	Operational responsibility for the planning, deployment, and monitoring of resources. Escalate material resource risks to the

Role	Responsibilities
	Board. Ensure compliance with regulatory and statutory requirements.
Head of Governance, Quality, Compliance & Information Systems	Policy ownership and oversight of compliance with quality, regulatory, and assurance requirements. Monitor alignment between resource provision and institutional standards.
Senior Management Team	Operational accountability for the effective planning, utilisation, and monitoring of resources within their areas. Identify emerging risks and implement mitigation measures.
All Staff	Responsible for the efficient, safe, and appropriate use of the College resources in accordance with policy, procedures, and professional expectations.

The above roles and responsibilities framework ensures that resource management of Oakwood College is transparent, accountable, and subject to regular governance and assurance oversight.

Cross-references:

- Committee Structure, ToRs and Scheme of Delegation
- Business Plan
- Financial Sustainability Policy
- Risk Management Policy
- Risk Register
- Quality Plan
- Quality Handbook
- Staff Recruitment & Development Policy

14. Related Policies and Procedures

This Resources Policy should be read in conjunction with the following institutional policies, procedures, governance documents, and operational frameworks.

14.1 Governance, Strategy & Assurance

- Articles of Association (Oakwood Group Ltd)
- Organisation Charts
- Board of Governors Scheme of Delegation
- Committee Structure and Terms of Reference

- Governors Recruitment, Selection, and Appointment Procedure
- Fit and Proper Persons Guidance and Declaration Form
- Governor Appointment Letter (Agreement)
- Governor Confirmation of Ongoing Effectiveness and Suitability
- Conflicts of Interest Policy
- Conflicts of Interest Register
- Abuse of Power (Management and Governance) Policy
- Academic Governance & Academic Standards Management
- Quality Handbook
- Quality Plan
- Policies and Procedures Approval and Implementation Procedure
- Risk Management Policy
- Risk Register
- Reportable Events Policy
- Business Continuity Plan
- Financial Sustainability Policy
- Value for Money Statement
- Personal Relationships Policy

14.2 Academic Quality & Standards

- Academic Regulations Framework (BNU; ATHE)
- Annual Monitoring Procedure (BNU)
- Approval of Programmes and Modules Policy and Procedure (BNU)
- External Examiner Code of Practice (BNU)
- Learning, Teaching and Assessment Policy (BNU)
- Assessment, Marking and Internal Verification Guide
- Teaching Observation and Peer Review Procedure
- Retention of Assessed Work Policy Statement
- Academic Integrity (Misconduct) Procedure (BNU)
- Extenuating Circumstances Policy (BNU)
- Academic Appeals Procedure (BNU)
- Student Transfer Policy and Procedure (BNU)
- Accreditation and Certification
- Programme Handbook(s) (BNU)
- Curriculum Handbook / Prospectus (BNU)
- Code of Practice on Freedom of Speech
- Academic Calendar

14.3 Student Support, Welfare & Conduct

- Support Through Studies

- Personal Tutor Arrangements and Policy
- Student Information, Advice and Guidance (IAG) Policy
- Student Attendance and Engagement Policy (BNU)
- Student Voice and Representation Policy and Procedure
- Student Code of Conduct
- Non-Academic Misconduct Policy & Procedures
- Emergency Student Exclusion and Suspension Policy
- Student Complaints Policy and Procedure
- Code of Practice on Freedom of Speech
- Freedom of Speech Complaints Procedure
- Policy on Sexual Misconduct, Harassment & Unacceptable Behaviours (including Appendices A–E)
- Suicide Prevention and Response Policy and Procedure
- Multi Faith Prayer & Contemplation Space Policy

14.4 Admissions, Consumer Protection & Public Information

- Admissions, Recruitment and Widening Access Policy
- Admissions Complaints and Appeals Policy
- Recognition of Prior Learning Policy
- Student Contract (Terms and Conditions)
- Student Fees Policy (including refunds and compensation)
- Financial Support & Hardship Fund Policy
- Applicable Course Summary documents
- Information, Marketing and Promotions (CMA) Policy
- Single Comprehensive Source of Information (SCSI)
- Completion of Procedures Letter

14.5 Staffing & Human Resources

- Staff Recruitment & Vetting Policy
- Staff CPD & Professional Development Policy
- Staff Handbook
- Staff Induction
- Job Descriptions
- Governors Recruitment, Selection, and Appointment Procedure
- Governor Appointment Letter (Agreement)
- Governor Confirmation of Ongoing Effectiveness and Suitability
- Personal Relationships Policy
- Conflicts of Interest Policy
- Conflicts of Interest Register

14.6 Financial & Resource Management

- Financial Regulations
- Financial Sustainability Policy
- Value for Money Statement
- Scheme of Delegation
- Partnerships and Collaborations Policy and Procedure

14.7 Data, IT & Information Governance

- Data Protection Policy and Procedure
- Data Privacy Notice
- Social Media and IT Acceptable Use Policy
- Information, Marketing and Promotions (CMA) Policy

14.8 Safeguarding, Prevent & Health & Safety

- Safeguarding a& Prevent Policy and Procedure
- Prevent Risk Assessment & Action Plan
- Health and Safety Policy
- Code of Practice on Freedom of Speech
- Freedom of Speech Complaints Procedure

15. Buckinghamshire New University's (BNU) Documents

Following policies/documents will be used for students enrolled into BNU Courses:

- Academic Appeals Procedure
- Academic Integrity (Misconduct) Procedure
- Academic Regulations Framework
- Annual Monitoring Procedure
- Programme Amendment & Approval Policy
- Programme Suspension and/or Closure Policy
- Teach Out Policy
- External Examiner Code of Practice
- Programme Handbook(s)
- Accreditation and Certification Letter/Agreement
- Admissions Policy
- Student Transfer Policy and Procedure
- Student Offer Letter (exemplar)
- Accreditation of Prior Learning Policy

- Student Contract (terms and conditions)
- Student Fees policy incl. refunds and compensation
- Curriculum Handbook/Prospectus
- Mitigating Circumstances & Extensions Policy
- Student Attendance and Engagement Policy

16. ATHE's following policies/documents will apply where appropriate:

- ATHE Curriculum Handbooks/Prospectus
- ATHE Accreditation and Certification Confirmation Letter / Agreement
- ATHE Programme Handbook(s)
- ATHE Academic Regulations
- ATHE Curriculum Plan Template
- Course Summary document for each ATHE course

Appendix A: Policy Mapping to Office for Students (OfS) Conditions of Registration

1. Purpose

This annex provides a high-level mapping of Oakwood College's institutional policies and governance framework to the relevant Conditions of Registration set by the Office for Students (OfS). Equivalent Buckinghamshire New University (BNU) Policies, Procedures, Documents and Frameworks apply for BNU programmes delivered by Oakwood College where relevant. Where both parties may have a policy or other document applicable to a student registered on a BNU programme delivered by Oakwood College, BNU's policy takes precedence.

The purpose of this mapping is to:

- Demonstrate institutional alignment with regulatory expectations
- Provide assurance to the Board of Governors
- Support internal audit, partner review, and regulatory inspection
- Ensure clarity of accountability across governance structures

This mapping is indicative and does not replace formal regulatory guidance.

2. Mapping to OfS Conditions of Registration

Condition B: Quality, Reliable Standards and Positive Outcomes

B1–B4 (Academic Quality and Standards, and a high-quality academic experience)

Oakwood College Primary Policies & Frameworks*:

- Admissions, Recruitment and Widening Access Policy & Procedure
- Admissions Appeals & Complaints Procedure
- Academic Governance & Academic Standards Management
- Academic Regulations Framework
- Learning, Teaching and Assessment Policy
- Annual Monitoring Procedure
- Approval of Programmes and Modules Policy
- External Examiner Code of Practice
- Assessment, Marking and Internal Verification Guide
- Retention of Assessed Work Policy Statement
- Academic Integrity (Misconduct) Procedure
- Academic Appeals Procedure
- Extenuating Circumstances Policy and Procedure
- Student Complaints Policy & Procedure
- Non-Academic Misconduct Policy & Procedure
- Quality Handbook

- Programme Handbooks
- Teaching Observation and Peer Review Procedure

Governance and Oversight Mechanisms:

- Academic Board
- External Examiner Reports
- Annual Monitoring Reports
- Partnership Liaison Committees with validating partners
- Student outcome monitoring

Condition C: Protecting the Interests of Students

C1–C4: Consumer Protection, Student Protection and Complaints

Oakwood College Primary Policies, Documents and published material information*:

- Student Contract (Terms and Conditions)
- Student Fees Policy (including refunds and compensation)
- Course Summary documents
- Offer Letter
- Admissions, Recruitment and Widening Access Policy
- Recognition of Prior Learning (RPL) Policy
- Information, Marketing and Promotions (CMA) Policy
- Single Comprehensive Source of Information (SCSI)
- Student Complaints Policy and Procedure
- Completion of Procedures Letter
- Student Transfer Policy
- Business Continuity & Significant Incident Management Plan
- Financial Sustainability Policy
- Resources Policy

Student Welfare & Protection Policies:

- Prevent & Safeguarding Policy & Procedures
- Policy on Sexual Misconduct, Harassment & Unacceptable Behaviours
- Suicide Prevention and Response Policy
- Emergency Student Exclusion and Suspension Policy
- Support Through Studies Policy & Procedures
- Code of Practice on Freedom of Speech
- Freedom of Speech Complaints Procedure
- Student Complaints Policy & Procedure
- Student Attendance and Engagement Policy
- Extenuating Circumstances Policy & Procedures

Condition D: Financial Sustainability

Primary Policies:

- Financial Sustainability Policy
- Financial Regulations
- Value for Money Statement
- Risk Management Policy
- Risk Register
- Business Continuity Plan
- Resources Policy

Governance Oversight:

- Finance & Resources Committee
- Audit & Risk Committee
- Board of Governors

Regular monitoring of:

- Liquidity and cash flow
- Financial forecasting
- Scenario planning
- Contingency reserves

Condition E: Good Governance

E1–E2: Public Interest Governance Principles

Primary Governance Documents:

- Management and Governance (Abuse of Power & Code of Practice) Policy
- Board of Governors' Scheme of Delegation
- Committee Structure and Terms of Reference
- Articles of Association (Oakwood Group Ltd)
- Fit and Proper Persons Policy
- Fit and Proper Persons Guidance and Declaration
- Governors Recruitment, Selection and Appointment Procedure
- Board Appointment Letters
- Governor Declarations of Ongoing Effectiveness and Suitability
- Conflicts of Interest Policy
- Conflicts of Interest Register
- Ethics and Values Policy
- Equality, Diversity & Inclusion Policy
- Anti-Bribery, Fraud & Corruption Policy
- Gifts and Hospitality Register
- Risk Management Policy
- Policy on Sexual Misconduct, Harassment & Unacceptable Behaviours
- Code of Practice on Freedom of Speech

- Freedom of Speech Complaints Procedure
- Policies and Procedures Approval and Implementation Procedure
- Policy Register

Assurance & Scrutiny:

- Board of Governors / Audit & Risk Committee oversight
- Board annual effectiveness review
- Independent scrutiny of risk and internal controls
- Regular review of policies

Condition F: Information Provision

Primary Policies (key material information is also published on the College's website):

- Information, Marketing and Promotions (CMA) Policy
- Information, Advice and Guidance (IAG) Policy
- Admissions, Recruitment and Widening Access Policy & Procedure
- Data Protection Policy and Procedure
- Data Privacy Notice
- Social Media and IT Acceptable Use Policy
- Student Terms & Conditions (Student Contract)
- Fees & Refunds Policy
- Single Comprehensive Source of Information (SCSI)
- Policy on Sexual Misconduct, Harassment & Unacceptable Behaviours
- Student Transfer Policy

Regulatory Reporting Assurance:

- Accurate and timely statutory returns
- Data quality controls
- Registration with the Information Commissioner's Office (ICO)
- Governance oversight of public information

3. Cross-Cutting Institutional Assurance

The following institutional policies, documents and frameworks provide assurance across multiple OfS Conditions:

- Resources Policy
- Risk Management Policy
- Institutional Risk Register
- Financial Sustainability Policy
- Quality Handbook
- Business Continuity Plan

- Partnerships and Collaborations Policy
- Student Complaints Procedure

Academic oversight is further strengthened through formal arrangements with validating partners, including compliance with the academic regulations and quality frameworks of **Buckinghamshire New University**, and participation in Partnership Liaison Committees and validation processes.

Governing policies and their respective owners are set out in the College's Policy Register, which also comprises the review schedule for the College's policies, procedures, regulations and governing documents.

4. Review and Oversight

This Policy Mapping Annex is reviewed annually alongside the Resources Policy and updated where:

- OfS regulatory requirements change
- New institutional policies are approved
- Governance structures are revised
- Partnership or validation arrangements are amended

Management responsibility lies with the Head of Governance, Quality, Compliance & Information Systems, with assurances provided to the Board of Governors who hold responsibility for oversight.